



IMPLEMENTATION PLAN



# Land Use

## IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #1:</b> Greenfield has achieved a high level of ecosystem health, recreational opportunities, and biodiversity through conservation, restoration, and stewardship of its open spaces and natural areas.	1. Create a Natural and Open Space Committee, maintain public parks, actively assess and conserve agricultural and other land throughout the community, and establish criteria for prioritizing future acquisitions.	Through the creation of a Natural and Open Space Committee, the Town will be able to assess and prioritize its open spaces and natural resources throughout the town to ensure that there continues to be stewardship, protection, and maintenance of these critical resources. In addition, this committee will be able to develop ways to improve existing parks and potentially create new parks that meet specific needs of the community.	<ul style="list-style-type: none"> <li>• Create a permanent Natural and Open Space Committee to provide leadership and vision for the town. <ul style="list-style-type: none"> <li>- Encourage youth to participate and strive to diversify the membership.</li> </ul> </li> <li>• Reassess and update zoning focused on the optimal use of each location based on land type and location, existing land use patterns, and on fostering biodiversity and healthy ecosystems; housing and commercial/industrial needs; transportation, and recreation.</li> <li>• Include land in strategic locations throughout the town with high ecological value, agricultural lands, watershed protection areas, and parcels that provide access to or connections with adjacent open space resources and areas that are badly degraded.</li> <li>• Partner with Native American tribes to preserve strategic Native American sites.</li> <li>• Provide stewardship, protection and access for the Green River. <ul style="list-style-type: none"> <li>- Work with and support Green River Watershed Association and Deerfield River Watershed Association;</li> <li>- Revisit Urban RiverVisions 2 study, and make a doable plan;</li> <li>- Map areas along Green River, prioritize areas for protection, and protect as they become available;</li> <li>- Explore the feasibility of providing a trail along the Green River;</li> <li>- Improve public access to the Green River;</li> <li>- Incentivize property owners along the Green River to eradicate invasive plants and expand and plant riparian buffers.</li> </ul> </li> <li>• Maintain and improve existing public parks, and create new parks to meet specific needs and demographics. <ul style="list-style-type: none"> <li>- Develop pocket parks and parklets in the downtown area;</li> <li>- Develop a skate park;</li> <li>- Promote pedestrian access and to contribute to the overall aesthetics of the downtown;</li> <li>- Ensure all Parks are safe and litter is managed.</li> </ul> </li> <li>• Provide equitable access to open space and natural areas for all citizens.</li> <li>• Expand biking and walking trails, and promote initiatives that promote walking and biking <ul style="list-style-type: none"> <li>- Support formation of trails committee or walk and bike committee;</li> <li>- Assess trails and determine compatible uses and post signs (e.g. "hiking only" vs. allowing biking and walking).</li> </ul> </li> <li>• Develop zoning or ordinances that incentivize redevelopment and discourage the development of outlying lands, forests, and agricultural land.</li> </ul>
	2. Develop priority conservation corridors and/or overlay districts for natural and agricultural lands and rivers.	Establishing priority conservation corridors and overlay districts for natural and agricultural lands and rivers with enable the Town to realize the potential to connect these resources together to maximize the benefits to wildlife habitats and migration patterns. Improvements to the natural systems can enhance wildlife and add to the quality of these limited resources.	<ul style="list-style-type: none"> <li>• Partner with land trusts and the state to target these areas for permanent protection and/or regenerative use.</li> <li>• Provide continuous wildlife habitat and migration corridors, and protect watershed resources. <ul style="list-style-type: none"> <li>- Create east-west connection between the ridges that define Greenfield;</li> <li>- Ensure river corridors enhanced, and deleterious uses of flood plains removed;</li> <li>- Remove or retrofit dams along rivers to allow fish passage.</li> </ul> </li> </ul>
	3. Adopt the Community Preservation Act to provide funding for open space acquisition.	Preservation Act (CPA) enables communities to raise funds to create a local dedicated fund for open space preservation, preservation of historic resources, development of affordable housing, and the acquisition and development of outdoor recreational facilities. The adoption of the CPA will assist Greenfield in achieving some of its goals related to open space acquisitions.	<ul style="list-style-type: none"> <li>• Town Staff should review and identify the steps need to adopt the Community Preservation Act and work with the Town bodies to outline the procedural steps and requirements for adoption of the Act.</li> <li>• Once adopted, build awareness of the Act its provisions through an internal Town Staff meeting and through updating the Towns Website</li> <li>• Outline the short and mid-term goals to advance efforts under the adopted Act.</li> </ul>

### Acronyms:

CISA: Community Involved in Supporting Agriculture  
FRCOG: Franklin Regional Council of Governments  
GCC: Greenfield Community College

SAC: Sustainability Advisory Committee  
ZBA: Zoning Board of Appeals

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Program	Urban RiverVisions 2 study; Green River Watershed Association and Deerfield River Watershed Association	Natural, Cultural, Historic Resources; Public Facilities, Service and Energy	Short (within a year)	Planning/Recreation/Mayor's Office	\$ (under \$20,000)	N	New Strategy
Plan	Middletown, RI	Natural, Cultural, Historic Resources	Mid (2-5 years)	Planning/Local Land Trusts	\$ (under \$20,000)	N	New Strategy
Policy	Mass.gov Website <a href="http://www.mass.gov/">http://www.mass.gov/</a> Community Preservation Coalition	Natural, Cultural, Historic Resources; Public Facilities, Service and Energy	Short (within a year)	Mayor's Office	\$ (under \$20,000)		New Strategy



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<b>Goal #2:</b> Agricultural land is preserved to ensure a vibrant local food supply, while increasing Greenfield's role as a regional food hub including production, aggregation, processing, and distribution infrastructure.	4. Inventory all agricultural land, including cropland pastures and orchards and its infrastructure, and encourage its preservation.	In order to advance the Town's goal to encourage the potential preservation of agricultural land, an inventory of all agricultural land will assist in determining the value of that land, its suitability for those uses and its associated infrastructure. With this assessment in place, the Town can advance actions to proactively engage the farm community and assess the need and applicability for the Town to supplement or modify tools (such as zoning) to reinforce this strategy.	<ul style="list-style-type: none"> <li>• Inventory to include: protected agricultural land (and how protected), areas with prime agricultural soils, other areas that could become productive agricultural land.</li> <li>• Encourage farmers to take advantage of Agricultural Preservation Restriction (APR) Program and protect their agricultural land in perpetuity.</li> <li>• Work with area land trusts.</li> <li>• Pursue preservation options that include affordable "whole farm" preservation, including the buildings.</li> <li>• Discourage or prohibit the development of prime agricultural land for non-agricultural uses through zoning, and provide zoning that incentives redevelopment.</li> <li>• Match owners of idle farmland, or those trying to identify a successor, with new or existing farms looking for land.</li> <li>• Work with neighborhood groups to ID town-owned land that could be used for additional community food and flower gardens.</li> </ul>
	5. Preserve all agricultural land so as to increase Greenfield's food security and health for all, and work toward a more sustainable agricultural system using new innovative practices that enhance soil fertility, carbon sequestration and food production.	With an inventory complete in Strategy 4, the Town can continue to advance efforts to preserve agricultural land and thus work towards a more sustainable agricultural system for Greenfield and the broader community. This strategy focuses on advancing the idea of Greenfield as a food hub and agricultural economic generator. Core to this strategy is the need to development the necessary technological systems to support a more sustainable and robust agricultural system, like food processing, nutrition, and educational and community programs.	<ul style="list-style-type: none"> <li>• Establish Greenfield as a food hub and support the economic growth and job creation potential of food production, distribution, and processing in town.</li> <li>• Review and revise Agricultural Commission's mission to ensure it promotes and advocates for all aspects of Greenfield food security.</li> <li>• Use Greenfield Food Study, and regional food studies such as those published by CISA and FRCOG, to determine food system infrastructure, processing and distribution needs.</li> <li>• Develop new food system infrastructure, processing, and distribution centers based on studies and farmer survey data.</li> <li>• Actively participate in regional food security efforts such as the Franklin County Food Council, CISA, FRCOG, and larger regional and national efforts.</li> <li>• Train individuals for employment in areas of food production, distribution, and processing.</li> <li>• Ensure Farm to School programs embraced, and set minimum quantity standards for purchase of local food.</li> <li>• Ensure understanding of the carbon and water cycles and soil and food systems, as well as hands-on experience with growing food is part of a student's experience in the Greenfield Public Schools.</li> <li>• Incorporate food gardens in schoolyards.</li> <li>• Incorporate nutrition and food education programs in school curricula.</li> <li>• Establish community gardens in areas of dense population, public housing, and high concentrations of rental properties.</li> <li>• Plant edible fruit and nut trees, shrubs and plants in public spaces.</li> <li>• Continue to accept SNAP/EBT at farmers markets.</li> <li>• Offer information/workshops for farmers on how to use SNAP/EBT with their CSAs and at their farm stands.</li> <li>• Support the Mass in Motion Healthy Market initiative, or similar program, to get more healthy foods in local markets and convenience stores.</li> <li>• Provide advocacy for and promotion of innovative agricultural and food security.</li> <li>• Foster Greenfield as a center for new innovative agricultural techniques that increase soil fertility, carbon sequestration, and food production, and workshops on these topics.</li> </ul>
	6. Increase productive agricultural land by fostering backyard gardening.	Through fostering back yard gardening, Greenfield will advance efforts to grow foods locally while reducing energy consumption associated with the transportation of goods and services from farm to market. In addition, this strategy will realize the goal to increase of the towns land for food production	<ul style="list-style-type: none"> <li>• Bolster community efforts to protect the viability of farming by emphasizing the importance of, and support for, farming within the Town.</li> <li>• Encourage backyard and community gardens.</li> <li>• Utilize the GCC Greenfield Food Study, and other studies, for implementation ideas.</li> <li>• Partner with GCC's Food Systems and Agriculture program, Just Roots, and others to offer programs and training that foster health and backyard gardening including tool sharing programs, and food processing and storage workshops.</li> <li>• Provide incentives to homeowners to reduce area of hardscapes and lawns and increase areas of productive landscapes such as food gardens, rain gardens and gardens for biodiversity.</li> <li>• Support programs and information and demonstrations of innovative agricultural techniques such as forest gardening, permaculture, and nutrient dense gardening.</li> </ul>

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Plan	Agricultural Preservation Restriction (APR) Program; Merrimack , NH, Greenfield Food Study	Natural, Cultural, Historic Resources; Public Facilities, Service and Energy	Mid (2-5 years)	Planning/Greenfield Agricultural Commission	\$\$ (\$20,001 - \$100,000)	N	New Strategy
Policy	American Planning Association- Refer to Guide Books and Agricultural; Greenfield Food Study; Mass in Motion Healthy Market initiative	Natural, Cultural, Historic Resources; Public Facilities, Service and Energy	Long (>5 years)	Mayor's Office/GPS Administration/Planning /CISA/FRCOG	\$\$\$\$ (>\$250,000)	N	Greenfield Food Study
Program	GCC Greenfield Food Study	N/A	Mid (2-5 years)	Just Roots/GCC/Greenfield Garden Club/SAC	\$ (under \$20,000)	N	New Strategy



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<b>Goal #3:</b> Our adaptable and resilient green infrastructure enhances and promotes compact development and redevelopment and offers ecological and social benefits.	7. Integrate biological systems into the urban fabric of Greenfield to provide ecosystem and infrastructure services.	Greenfield has the opportunity to integrate biological systems into existing and future development patterns thought-out the town that will enhance the ecosystem and towns infrastructure. This can be accomplished by providing incentives to incorporate plants and trees into development projects, and by adopting ordinances that require best practices for stormwater.	<ul style="list-style-type: none"> <li>• Develop and adopt an Urban Forestry Code that includes the following: <ul style="list-style-type: none"> <li>- Conduct a baseline tree inventory, and make a plan that would enable Greenfield to achieve and maintain a 40% tree canopy to reduce the heat island effect, beautify the Town's roadways, and enhance the Town's open spaces and natural habitat;</li> <li>- Maintain healthy and diverse urban tree population;</li> <li>- Establish guidelines planting the right tree in the right place, and plant it right;</li> <li>- Provide incentives to homeowners to plant and maintain trees.</li> </ul> </li> <li>• Adopt a Green Stormwater Infrastructure Ordinance that includes the following: <ul style="list-style-type: none"> <li>- See Seattle's code for ideas;</li> <li>- Incorporate storm water regulations and best management practices in all public ways, parking area, parks etc. (using vegetation and soil to manage rainwater) techniques strategies such as rain gardens, bioswales, and permeable pavement.);</li> <li>- Daylight streams and reestablish wetland connectivity to increase storm water storage and processing capacity as well as wildlife habitat;</li> <li>- Require a square footage minimum of tree canopy and vegetated swales in any new or upgraded parking lot;</li> <li>- Provide incentives to homeowners to plant rain gardens.</li> </ul> </li> <li>• Prepare Greenfields essential infrastructure to maintain critical functions through challenging weather, energy, and economy, as outlined in the MA Climate Adaptation report (2010). <ul style="list-style-type: none"> <li>- Improve storm water function and minimize stormwater runoff;</li> <li>- Eliminate ground water infiltration into sanitary sewers;</li> <li>- Bury key electric transmission lines;</li> <li>- Ensure the continuity of steams allowing migration/passage of aquatic species while updating road crossings of streams and rivers to accommodate greater volumes of storm water.</li> </ul> </li> </ul>
<b>Goal #4:</b> Compact residential and commercial development and redevelopment that is focused in and around Greenfield's historic downtown and other previously developed areas, incorporates increased density, mixed use development, and infrastructure reuse as the norm and supports our green, adaptable, and resilient infrastructure.	8. Update the Zoning Ordinance to include sustainable development practices and controls.	Zoning is a tool that allows a community to regulate land uses, development densities, and built environments in ways that support a town's goals for preservation and growth. As a result of this Master Plan, Greenfield will need to update applicable sections of its zoning bylaw to allow for uses and land use development patterns that may have not been identified or allowed in the past, as well as other updates that include best practices to encourage and require sustainable development	<ul style="list-style-type: none"> <li>• Calls for a mix of residential, commercial, civic, and open-space areas, allowing residents to live within one-quarter mile or a five-minute walk from these uses.</li> <li>• Zoning that facilitates improved residential and nonresidential uses in town center.</li> <li>• Create area sub-plans and enact zoning incentives for the desired mix of uses and density.</li> <li>• Focus commercial and industrial development in designated areas.</li> <li>• Establish maximum parking standards and to encourage the use of shared parking.</li> <li>• Reduce housing size minimums.</li> <li>• Establish design guidelines for development downtown and along highway corridors.</li> <li>• Incorporate mechanism for citizens to vote on any major proposed development in town.</li> <li>• Assess existing zoning to determine if commercial and industrial development is adequately limited and/or allowed in key areas.</li> </ul>
	9. Revise the Zoning Ordinance to allow development by-right in the downtown area and neighborhood centers that is compatible with Greenfield's traditional character.	This strategy specifically calls for zoning revisions in the downtown area and neighborhood centers to encourage development that is in character with Greenfields traditional character. In doing so, the zoning updates should consider modifications to ensure that "by right" projects reflect the goals for traditional character (VS) only achieving that goal through "special permitted" development projects.	<ul style="list-style-type: none"> <li>• Consider incentives to encourage mixed-use where appropriate.</li> <li>• Consider increasing density in the downtown area and appropriate neighborhood centers.</li> </ul>

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Policy	Mass.gov Website: <a href="http://www.mass.gov/">http://www.mass.gov/</a> Complete Streets, Smart Growth Took Kit, and Pittsfield ,MA ; Smart Growth America; MA Climate Adaptation report (2010); Green Stormwater Infrastructure Ordinance (See Seattle's code for ideas)	Transportation; Public Facilities, Service and Energy	Mid (2-5 years)	Planning/DPW/WMECO	\$\$\$ (\$100,001 - \$250,000)	N	New Strategy
Program	Mass.gov Website <a href="http://www.mass.gov/">http://www.mass.gov/</a> / APA Website; Boston Zoning Code; Office of Energy and Environmental Affairs	Economic Development	Short (within a year)	Planning/Planning Board/ZBA/Town Council	\$ (under \$20,000)	N	New Strategy
Policy	Mass.gov Website: <a href="http://www.mass.gov/">http://www.mass.gov/</a> Smart Growth Took Kit; Weymouth MA, Andover, MA	Economic Development	Short (within a year)	Planning	\$ (under \$20,000)	N	New Strategy



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<p>(continued)</p> <p><b>Goal #4:</b> Compact residential and commercial development and redevelopment that is focused in and around Greenfield's historic downtown and other previously developed areas, incorporates increased density, mixed use development, and infrastructure reuse as the norm and supports our green, adaptable, and resilient infrastructure.</p>	<p>10. Adopt an infill development ordinance to encourage redevelopment or reuse of vacant or underperforming buildings or parcels.</p>	<p>This strategy calls for the creation of a new zoning ordinance to encourage redevelopment of infill sites or vacant sites within Town. This new ordinance is important, in that, infill or vacant parcels may not the currently have the appropriate zoning in place or allow redevelopment patterns that are consistent with its abutting context and uses. For example, the by right zoning for an area may not allow or promote building placement (such as setback and building heights) that is consistent with its abutting context, or allow for any deviation from existing non-confirming lots sizes that may impact the feasibility of redeveloping a vacant site. This strategy recognizes the potential for these types of discrepancies and suggests creating a new ordinance that not only corrects these issues, but does so while striving to achieve the Town goals.</p>	<ul style="list-style-type: none"> <li>• Develop an inventory of, and strategy for, reusing vacant or abandoned properties.               <ul style="list-style-type: none"> <li>- Consider using Center for Community Progress - <a href="http://www.communityprogress.net/the-help-you-need-pages-7.php">http://www.communityprogress.net/the-help-you-need-pages-7.php</a>;</li> <li>- Code changes, delinquent property tax reform, land banking, reuse strategies;</li> <li>- Pursue the reuse of the Lunt site (or other similar redevelopment opportunity) for elderly housing.</li> </ul> </li> <li>• Applies throughout town, including downtown.</li> <li>• Evaluate whether form-based code would help the town achieve its desired goals of infill and redevelopment.</li> <li>• Flexible zoning standards that allow developers to adapt to existing site constraints, density bonuses, mixed uses, and reduced parking standards (or shared parking) are examples of the types of incentives that can be applied to this type of redevelopment.</li> <li>• Work with prospective developers to assess the specific obstacles to expanded reuse and/or redevelopment of historic and other existing properties, and create public/private partnerships to address those obstacles.</li> <li>• Create flexible minimum lot size and frontage requirements to encourage infill development.</li> <li>• Eliminate zoning and permitting obstacles to the redevelopment and parcels in the urban core and at the rotary.</li> <li>• Pursue reuse of vacant industrial and commercial properties that preserve historic elements and incorporates mixed uses appropriate to that neighborhood.</li> <li>• Work with nearby property owners to identify ways to reduce any negative impacts.</li> <li>• Seek funding to upgrade and maintain older properties, and especially seek creative ways to meet requirements for barrier-free access.</li> </ul>



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Policy	Mass.gov Website: Smart Growth Took Kit; Weymouth MA, Andover, MA; Center for Community Progress - <a href="http://www.communityprogress.net/the-help-you-need-pages-7.php">http://www.communityprogress.net/the-help-you-need-pages-7.php</a> Form Based Code Institute <a href="http://www.formbasedcodes.org/">http://www.formbasedcodes.org/</a>	Economic Development	Short (within a year)	Planning/FRCOG's Regional Brownfields Program/Inspections Department	\$ (under \$20,000)	N	New Strategy



# Transportation

## IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #1:</b> Greenfield will have welcoming gateways as well as safe, efficient, and attractive travel corridors.	1. Develop a beautification and informational plan, including a unified sign policy.	This strategy is aimed to seek opportunities to use streetscape, hardscape, and/or landscape enhancements to create a sense of place at key nodes throughout the community. Signage should provide guidance to key community features for way-finding purposes. Enforcement and implementation shall be established by existing committees and/or the planning board.	<ul style="list-style-type: none"> <li>• Support welcoming signage, public art, and the promotion of special events at gateways.</li> <li>• Reaffirm Corridor Design Guidelines adopted by the Planning Board in 1993.</li> <li>• Enhance tree canopy along streets, adopting Tree Committee recommendations of June 2013.</li> <li>• Reduce/prioritize roadway signage to improve appearance and effectiveness.</li> <li>• Develop a wayfinding signage program to promote economic development.</li> <li>• Improve signage to inform and encourage a higher usage rate of existing parking off Main Street.</li> </ul>
	2. Implement Complete Street initiatives	Complete Street policies shall be incorporated into all intersection or roadway improvement projects regardless of whether it is a public or private partnership. State and Federal guidelines shall be followed to ensure that roadway cross sections (lane and shoulder width, etc.) are met for the roadway's specific functional classification and/or jurisdiction.	<ul style="list-style-type: none"> <li>• Incorporate a Complete Streets Policy as part of the Major Development Review Process.</li> <li>• Establish a standard width of 11 feet for travel lanes, with the option of using 10 feet where conditions allow.</li> <li>• Identify intersection/roadway improvements using multimodal assessment methodologies approved by Greenfield DPW and/or Massachusetts Department of Transportation.</li> <li>• Perform more detailed corridor assessments on Main St., Federal St., and Turners Falls Road, etc. to identify specific improvement needs and construction costs.</li> <li>• Incorporate more detailed traffic impact and access study guidelines into the Major Development Review process.</li> <li>• Explore ways to improve traffic flow issues related to school pick-up/drop-off.</li> </ul>
	3. Implement Access Management Techniques.	Access Management Techniques shall be incorporated into any intersection or roadway improvement project regardless of whether it is a public or private partnership; although it may be easier to implement techniques when private developments are reviewed during the Major Development Review process. Access management techniques could include curb cut/driveway consolidations, internal parcel shared access, or adequately spacing driveways based on the classification and observed speed limit for the roadway.	<ul style="list-style-type: none"> <li>• Improve traffic flow along major corridors by reducing vehicle-conflict points; through driveway consolidation and internal shared driveways.</li> <li>• Reduce vehicle-crashes town-wide and on major corridors and at Highway Safety Improvement Program cluster areas identified by MassDOT.</li> </ul>
<b>Goal #2:</b> Downtown will be safe for all modes of transportation, with smooth traffic flow and sufficient parking, including a Municipal Parking Garage.	4. Implement a Downtown Transportation Improvement Plan, including parking and traffic flow, for all modes of transportation.	The downtown has been a subject of many conversations to improve and enhance all modes of transportation. On-street parking needs to be reviewed to confirm utilization and turnover ratios so that parking space changes and a new parking garage can be justified. Further study is needed to provide a better assessment of the impacts associated with any improvements in downtown, and to obtain key stakeholders support	<ul style="list-style-type: none"> <li>• Gradually shift Main Street parking from angled to parallel in collaboration with funding a new parking garage.</li> <li>• Include bicycle parking.</li> <li>• Perform an updated downtown parking assessment.</li> <li>• Continue to seek funding for a parking garage on Olive Street to serve visitors, residents, the courthouse, and the Transit Center, incorporating pedestrian access from Transit Center to level of Main Street.</li> <li>• Upgrade all municipal parking lots using Low Impact Development principles, with consideration of the 2012 Conway School of Landscape Design study as a model.</li> <li>• Add bike lanes or shared use markings (sharrows) along Main Street and throughout the downtown area.</li> <li>• Add planted medians or islands to Main Street to slow traffic and make pedestrian crossings safer.</li> <li>• Make it easier to reach downtown safely by non-automotive modes.</li> <li>• Support pedestrian walking areas by providing and maintaining streetscape amenities such as: a quality tree canopy, benches, and outdoor dining.</li> <li>• Encourage transit opportunities with frequent and convenient stops at downtown locations.</li> <li>• Investigate and implement ways to reverse direction on Main Street.</li> <li>• Conduct Road Safety Audits to improve traffic flow/safety at problem areas along Main St, such as at intersections with Colrain St., Hope St. and High St.</li> <li>• Encourage cooperation between the town and businesses to use underutilized areas for access/egress, such as alleys, rear entrances, and parking lots creating welcoming environments (courts, patios, plazas) for everyone.</li> </ul>

### Acronyms:

CDBG: Community Development Block Grant program  
 DPW: Greenfield Department of Public Works  
 FRCOG: Franklin Regional Council of Governments  
 GBA: Greenfield Business Association

GPS: Greenfield Public Schools  
 GRA: Greenfield Redevelopment Authority  
 STIP: State Transportation Improvement Program  
 SAC: Sustainability Advisory Committee

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Plan	Amass Amherst ( <a href="http://www.umass.edu/sustainability/">http://www.umass.edu/sustainability/</a> ); MassDOT GreenDOT Initiative ( <a href="https://www.massdot.state.ma.us/GreenDOT.aspx">https://www.massdot.state.ma.us/GreenDOT.aspx</a> )	Land Use and Natural, Cultural, Historic Resources	Long (>5 years)	Department of Planning & Development/DPW/Mayor's Office	\$\$\$ (\$100,001 - \$250,000)	N Possibilities: CDBG	New Strategy
Policy	MassDOT Project Development & Design Guide; Boston Complete Streets Initiative ( <a href="http://bostoncompletestreets.org/">http://bostoncompletestreets.org/</a> ); Smart Growth America Complete Street Coalition <a href="http://www.smartgrowthamerica.org/completestreets/changing-policy/policy-elements">http://www.smartgrowthamerica.org/completestreets/changing-policy/policy-elements</a>	Public Facilities, Services, and Energy	Long (>5 years)	Department of Planning & Development/DPW/GRA	\$ ( \$20,001 - \$100,000)	N, but could use CDBG*, STIP*, Chapter 90, MassWorks Grant*	New Strategy
Policy	Transportation Research Board (TRB) Access Management Manual NCHRP 15-43; MassDOT Project Development & Design Guide.	Land Use; Public Facilities, Services, and Energy; Economic Development	Long (>5 years)	DPW, Planning Department and Planning Board, Major Development Review process.	\$\$\$\$ (>\$250,000)	N Possibilities: Private funding, CDBG*, MassWorks Grant*.	New Strategy
Plan	Massachusetts Downtown Initiative (MDI): Town of Beverly, Norwood, Montague, Easton, Reading, Chelmsford, Woburn and Hingham (see: <a href="http://www.mass.gov/hed/community/funding/massachusetts-downtown-initiative-mdi.html">http://www.mass.gov/hed/community/funding/massachusetts-downtown-initiative-mdi.html</a> )	Land Use and Economic Development	Long (>5 years)	Department of Planning & Development/DPW/GRA	\$\$\$\$ (>\$250,000)	N Possibilities: STIP*, CDBG*, Chapter 90, MassWorks Grant*	2003 Downtown Master Plan



# Transportation

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Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #3:</b> Neighborhoods will enjoy an improved quality of life by a reduction in the negative impact of vehicular traffic.	5. Implement Traffic Calming Initiatives.	Traffic calming initiatives can have a significant impact on how drivers travel a roadway. Further studies are needed throughout the community to identify traffic calming techniques, as some techniques may not work well on certain roadways. Traffic calming techniques may include installation of speed humps, raised crosswalks, neck downs and textured pavements.	<ul style="list-style-type: none"> <li>• Work with neighborhoods to identify and implement traffic-calming techniques to improve safety on neighborhood streets, such as: speed monitors, 4-way stop signs, traffic signals, rumble strips, speed humps, roundabouts, one-way street sections, etc.</li> <li>• Work with the police department to enforce speed limits in neighborhoods and publicize this commitment to protecting neighborhood quality of life.</li> <li>• Use information (such as speed monitor data) to adjust enforcement and public education efforts.</li> <li>• Endorse House bill #3391 which would reduce the speed limit to 25 MPH in thickly settled areas (unless otherwise posted).</li> <li>• Develop and promote a catchphrase to capture the spirit of protecting neighborhood quality of life, such as “Be a good neighbor, drive gently.”</li> <li>• Promote and encourage neighborhood block parties and other neighborhood activities.</li> </ul>
<b>Goal #4:</b> The entire community will have enhanced walkability.	6. Develop a Town wide Walkability Plan.	The automobile is the primary mode of transportation in Greenfield with approximately 85-percent of resident workers traveling by car. The town shall continue to enhance sidewalks and crosswalks and increase pedestrian connectivity to all residential neighborhoods from major nodes in town or the downtown.	<ul style="list-style-type: none"> <li>• Increase quality and quantity of sidewalks to improve continuity; upgrade existing sidewalks to meet or exceed disability access standards.</li> <li>• Investigate the installation of YIELD TO PEDESTRIAN signs in crosswalks on Main Street, Federal Street and High Street.</li> <li>• Explore additional crosswalk safety methods, such as decorative treatments (paint patterns, asphalt imprints, etc.), LED warning systems, speed monitors, etc.</li> <li>• Identify where additional crosswalks are needed, such as on High St. at the police station and at Smith Street over to the Farmers' Cooperative.</li> <li>• Develop a more stringent infrastructure snow removal program:               <ul style="list-style-type: none"> <li>- Improve the consistency of sidewalk snow clearing.</li> <li>- Strengthen, publicize and enforce snow-clearing ordinance.</li> <li>- Organize “Snow Squads” of “environmental athletes” to shovel snow from prioritized locations, including along routes to schools.</li> </ul> </li> <li>• Develop neighborhood trails and waterfront walkways with benches, signs, and trail maps/markers/themes at key locations.</li> <li>• Promote the health benefits of walking for all ages by forming public/private/nonprofit partnerships to coordinate education and events.</li> <li>• Make walking more appealing by providing trees, vegetation, and benches; support businesses to create more interesting outdoor spaces to encourage pedestrian traffic.</li> <li>• Require new development to include sidewalks, and to connect to municipal sidewalks where feasible. Incorporate these and other initiatives as part of the Town’s Major Development Review process.</li> </ul>
	7. Adopt initiatives from federal and state programs to enhance walkability.	The Town shall maintain communication with MassDOT and the FRCOG to stay informed on new policies and directives that promote walkability and improve pedestrian connectivity to all residential neighborhoods from major nodes in town or the downtown.	<ul style="list-style-type: none"> <li>• Encourage initiatives in the Mass Department of Transportation / Federal Highway Administration’s Complete Streets Programs</li> <li>• Encourage initiatives in MassDOT’s Green DOT Policy</li> <li>• Implement Safe Routes to School (Safe Routes to School is a comprehensive federal program for K-8th graders) and “Walking Bus” initiatives to increase non-automotive travel to and from school.</li> </ul>
<b>Goal #5:</b> Our town will be a place where people of all ages can safely use bicycles for transportation and recreation.	8. Create and implement a Greenfield Bikes Initiative Program.	This strategy shall begin with establishing a bike committee that will oversee the development of a bike master plan. As part of this master plan further studies will be needed to develop improvement plans that accommodate bicyclists and are used to build consensus with key stakeholders before implementation.	<ul style="list-style-type: none"> <li>• Develop a town wide bike master plan.</li> <li>• Establish a Bicycle Committee.               <ul style="list-style-type: none"> <li>- Inventory and increase the amount of designated bike parking, coordinating public/private resources; especially in the downtown.</li> <li>- Implement Urban River Visions plan for path along Green River.</li> <li>- Support Franklin County’s bike tourism that will: (i.) lobby with Amtrak for bicycle access to trains; (ii.) seek/encourage bike rental/bike share service located at Transit Center; (iii.) promote and market Franklin County Bikeway; and (iv.) explore improved on-/off-road bicycle connection to Old Deerfield.</li> <li>- Seek/encourage pedal-powered services.</li> <li>- Endorse Senate bills #1639 “An Act to Protect Vulnerable Road Users” and #1640 “The Act to Protect Bicyclists in Bicycle Lanes”.</li> </ul> </li> <li>• Implement Complete Streets Initiatives and evaluate options to add bike lanes to all major corridors with sufficient width.</li> <li>• Place “Share the Road” signs (and appropriate pavement markings/“sharrows”) on all major corridors that can’t accommodate bike lanes.</li> <li>• Further evaluate 2001 Bikeway Committee recommendation for town Designated Bike Route signage.</li> <li>• Create bicycle boulevards (“streets with low motorized traffic volumes and speeds, designated and designed to give bicycle travel priority” – Urban Bikeway Design Guide); most obvious candidate is Franklin/North Streets, parallel between busy Federal &amp; High Streets and providing a link to the Federal Street &amp; Middle schools.</li> <li>• Endorse and disseminate the “SameRoadsSameRules” driver/cyclist education campaign (created by the Massachusetts Bicycle Coalition in partnership with MassDOT) including outreach to drivers’ education programs and the Registry of Motor Vehicles.</li> <li>• Expand Safe Routes to School implementation to include biking to school.</li> <li>• Encourage the development of a bike-share program; develop a feasibility study to justify and locate areas to implement bike-share program.</li> </ul>

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Policy	Institute of Transportation Engineers traffic calming library ( <a href="http://www.ite.org/traffic/">http://www.ite.org/traffic/</a> ); City of Northampton ( <a href="http://www.northamptonma.gov/1118/Traffic-Calming">http://www.northamptonma.gov/1118/Traffic-Calming</a> )	Land Use and Housing	Mid (2-5 years)	Department of Planning & Development/DPW/Mayor's Office/Police Department	\$\$ (\$20,001 - \$100,000)	N Possibilities: Private funding, CDBG*, MassWorks Grant*, STIP*	New Strategy
Plan	Town of Salem, Town of Southborough, MA: walking school bus; FHWA Pedestrian and Bicycle Safety ( <a href="http://safety.fhwa.dot.gov/ped_bike/ped_cmunity/ped_walkguide/resource3.cfm">http://safety.fhwa.dot.gov/ped_bike/ped_cmunity/ped_walkguide/resource3.cfm</a> ); Safe Routes to School ( <a href="http://www.saferoutespartnership.org/">http://www.saferoutespartnership.org/</a> )	Land Use; Housing; Economic Development; Public Facilities, Services, and Energy	Long (>5 years)	Planning/DPW/SAC	\$\$\$\$ (>\$250,000)	Y - Sidewalk Replacement Fund. Other possibilities: Private funding, Chapter 90, STIP*, MassWorks Grant*	New Strategy
Policy	Various MassDOT and FHWA programs	Housing	Mid (2-5 years)	Planning/DPW/SAC	\$ (under \$20,000)	N Possibilities: FHWA, Chp 90, STIP*	New Strategy
Program	Boston Bikes ( <a href="http://www.cityofboston.gov/bikes/">http://www.cityofboston.gov/bikes/</a> ); Smith College Bicycle Kitchen ( <a href="http://sophia.smith.edu/bikekitchen/Bike_Kitchen_Site/index.html">http://sophia.smith.edu/bikekitchen/Bike_Kitchen_Site/index.html</a> )	Land Use and Housing	Long (>5 years)	Planning/Recreation/FRCOG/GPS Administration/SAC	\$\$\$\$ (>\$250,000)	N Possibilities: CDBG*, MassWorks Grant*	New Strategy



# Transportation

## IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #6:</b> There will be dramatically increased ridership of all forms of public transportation, which will offer expanded service and accessibility.	9. Increase collaboration with public transit and improve connections between public transit and other modes of travel.	Collaboration is the key to success for this strategy as public transit services have limited funding available to expand new services and enhancements. This strategy goes hand and hand with other strategies such as improving sidewalk connectivity for residents so that better access to transit can be provided. Also, transportation improvements at intersections are key to keep busses moving and on schedule.	<ul style="list-style-type: none"> <li>• Create a Transit Committee.</li> <li>• Support and participate in marketing campaigns for FRTA and passenger rail services.</li> <li>• Support increase in FRTA amenities (labeled stops, bus shelters, interactive and Wi-Fi technology).</li> <li>• Support increase in frequency of in-town bus route.</li> <li>• Support the resumption of evening and Saturday FRTA service.</li> <li>• Support expansion of FRTA routes to Bernardston/Northfield and Conway/Ashfield.</li> <li>• Explore creating ordinance mandating vehicles yield to buses pulling out into traffic.</li> <li>• Increase opportunities to come and go from Greenfield: <ul style="list-style-type: none"> <li>- Lobby for multiple daily trips on Amtrak's north/south route.</li> <li>- Work toward development of an east/west passenger rail or bus route.</li> <li>- Support increased awareness of and access to commercial bus lines.</li> </ul> </li> <li>• Advocate for bicycle access on trains and commercial buses.</li> <li>• Build municipal parking garage as connection to trains/buses.</li> </ul>
<b>Goal #7:</b> Fuel use, climate change emissions, and air pollution of vehicles will be reduced.	10. Develop a Transportation Demand Management Program.	The TDM Program is an approach that emphasizes the movement of people and goods rather than vehicles, increasing efficiency by expanding travel options and encouraging a shift from single-occupant vehicles. This can be encouraged through the Major Development Review process when new developments are proposed in Town.	<ul style="list-style-type: none"> <li>• Work with businesses to develop shared parking areas and connections; which could allow developments to increase building or landscape areas with less parking; which would normally make a site non-conforming to zoning.</li> <li>• Lead a public education campaign about the health, economic, and environmental benefits of people-powered transport, public transit, car-pooling and ride-sharing, and using low-emission and fuel-efficient vehicles.</li> <li>• Ensure that non-motorized travel and public transit are addressed in every development and re-development project.</li> <li>• Facilitate car-pooling to reduce single occupancy vehicles (for example, through information about electronic ride-sharing services, creating ride-share lots).</li> <li>• Encourage employers to offer telecommuting to their employees.</li> <li>• Strengthen and enforce anti-idling laws, increase public awareness about the negative impacts of idling.</li> <li>• Improve infrastructure to support low-emission and alternative-fuel vehicles, such as electric vehicles, plug-in hybrids, and those that run on vegetable oil.</li> <li>• Continue to purchase town vehicles that are right-sized for the job, low-emission and/or run on alternative fuels, to meet or exceed Green Community goals (Green Communities is a 2008 Massachusetts law requiring a participating municipality to purchase only fuel-efficient vehicles).</li> </ul>
<b>Goal #8:</b> Transportation infrastructure will have minimal environmental impact wherever possible and will be made resilient to our changing environment.	11. Develop a Green Infrastructure Program.	A Green Infrastructure Program presents an alternative approach to improving water quality that integrates "green infrastructure," such as rain gardens and permeable pavements, and planted medians to optimize the existing ecological system.	<ul style="list-style-type: none"> <li>• Reduce impermeable (paved) surfaces for redevelopment projects where design allows which results in less stormwater runoff. <ul style="list-style-type: none"> <li>- Break up large expanses of pavement, exploring shared parking areas, parking maximums as well as minimums for development;</li> <li>- Explore more creative solutions to access and circulation.</li> </ul> </li> <li>• Increase the use of "green" infrastructure (planted medians, rain gardens, etc.) to improve water quality. <ul style="list-style-type: none"> <li>- expand existing regulations for stormwater management to encourage more LID (Low Impact Development) design;</li> <li>- lead the way by creative stormwater management in municipal parking lots (see "Streetscape Enhancement and Ecological Parking Lot Design" by the Conway School of Landscape Design, 2012).</li> </ul> </li> <li>• Plant and maintain trees to reduce heat-island effect of paved surfaces and to improve the walkability and aesthetics of our developed areas. <ul style="list-style-type: none"> <li>- develop an inventory of street trees (GIS);</li> <li>- create plan for increasing canopy, especially in the downtown area;</li> <li>- fund and plan for tree replacements;</li> <li>- explore feasibility of underground utilities to mitigate impact of trees around wires;</li> <li>- consider revoking blanket no-trees-in-tree belt ordinance.</li> </ul> </li> <li>• Upgrade transportation infrastructure to be more resilient during severe storms and weather patterns.</li> <li>• Pursue construction of zero-net-energy buildings and collaboration between users when rebuilding/updating/constructing facilities for greater efficiencies of scale. <ul style="list-style-type: none"> <li>- case in point: FRTA joining Greenfield DPW to construct a joint vehicle maintenance facility which could service vehicles with a variety of fuel sources, minimizing the environmental footprint while maximizing the capacity to use advanced alternative fuel technology.</li> </ul> </li> </ul>

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Plan	Franklin Regional Transit Authority (FRTA), Pioneer Valley Transit Authority (PVRTA) and MassDOT Rail and Transit Division ( <a href="http://www.massdot.state.ma.us/tran-sit/">http://www.massdot.state.ma.us/tran-sit/</a> )	Land Use and Economic Development	Long (>5 years)	Planning/DPW/FRTA	\$\$\$\$ (>\$250,000)	N Possibilities: STIP*, MassWorks Grant*	New Strategy
Program	Cambridge, MA: Parking and Transportation Management Ordinance	Land Use	Mid (2-5 years)	Planning/DPW/FRTA/COG/GBA/Mayor's Office	\$\$\$ (\$100,001 - \$250,000)	N	New Strategy
Program	MassDOT GreenDOT Initiative ( <a href="https://www.massdot.state.ma.us/GreenDOT.aspx">https://www.massdot.state.ma.us/GreenDOT.aspx</a> )	Land Use and Public Facilities, Services, and Energy	Long (>5 years)	SAC/Planning/DPW/Parks and Recreation	\$\$\$\$ (>\$250,000)	N	New Strategy



# Economic Development

## IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #1:</b> Greenfield is the cultural, shopping, and services center of Franklin County.	1. Market Greenfield as a cultural, tourism, and recreation destination through a town-funded marketing plan.	Greenfield has a number of unique natural, recreational and cultural resources that make it a great place to live and visit. In order to raise its profile as a Pioneer Valley destination, the Town will initiate a coordinated marketing plan that highlights and capitalizes on these assets. Growing in prominence as a center for tourism will help generate and capture associated economic activity and support community vitality.	<ul style="list-style-type: none"> <li>• Hire a marketing professional to develop and oversee implementation of a marketing plan utilizing a small paid staff and, when necessary, a group of volunteer or pro-bono marketing and support staff.</li> <li>• Conduct a needs assessment/study to determine why people leave town or come to town for cultural events, shopping and services, then track demographics of the responders.</li> <li>• Market Greenfield as:               <ul style="list-style-type: none"> <li>- The gateway to ecotourism (kayaking, fly fishing, rafting, ziplining, camping, skiing, rock climbing, hiking, etc.);</li> <li>- A center of northeast contra dancing and biking;</li> <li>- As a venue for music, museums, historical sites, and performance arts;</li> <li>- As a local food hub through its farm-to-table initiatives, food processing and distribution, and related ancillary industries.</li> </ul> </li> <li>• Develop a comprehensive communication plan to get the word out, using a website, social media, print media, blogs, and viral communication.</li> <li>• Enable Greenfield businesses to access the city marketing resources (funding, talent, social media, databases, organizational assistance, etc.) to develop networking events to reach their targeted markets.</li> </ul>
	2. Support local events, markets, and fairs that draw consumers to Greenfield and promote additional shopping in town, and ensure state and federal service offices remain located in Greenfield.	Special events programming can serve as a draw to attract visitors to Greenfield. Attracting additional visitation to Town can, in turn, promote additional patronage of local businesses both during the event, and afterwards as visitors are exposed or reintroduced to the town, have a good experience, and become repeat patrons. Civic and government institutions and services are key community anchors. As the County seat, a Greenfield location is appropriate for these types of uses. In addition, these functions serve as an additional draw to bring visitors to the downtown, provide employment opportunities, and support an expanded customer pool of office workers. Visitors and employees of these facilities are likely to patronize local business and contribute to a sense of activity necessary to energize the downtown environment.	<ul style="list-style-type: none"> <li>• Create a manageable permitting &amp; licensing process for special events, including twice-monthly licensing commission meetings.</li> <li>• Create “entrepreneur” loan fund that provides revolving funds to businesses to host events that draw people to Greenfield to spend money.</li> <li>• Encourage and expand the availability of music events on weekends by developing relationships with local and regional musicians and booking agents.</li> <li>• Create a unified action strategy implemented by Town Government (Executive Office, Town Council, and Department of Planning &amp; Development) to respond to external threats to our State and Federal services.               <ul style="list-style-type: none"> <li>- Regain the Social Security Office;</li> <li>- Retain the US Post Office, the Registry of Motor Vehicles, and the Court House.</li> </ul> </li> </ul>
<b>Goal #2:</b> Greenfield provides living-wage jobs and a resilient, sustainable local economy to support and expand traditional and innovative business development.	3. Nurture existing and new business owners, including creative economy entrepreneurs, to grow their businesses locally and sustainably.	Incubating new ventures, supporting established businesses, and retaining them in Town as they grow, will be vital in providing new employment opportunities, tax rebates, and reinforcing existing and developing industry clusters. New creative ventures that rely on knowledge workers generated by local educational institutions or that are attracted to Greenfield’s lifestyle amenities provide another opportunity to help broaden and diversify the Town’s economic base.	<ul style="list-style-type: none"> <li>• Encourage the creation of a downtown business development center for professional entrepreneurs (e.g., knowledge workers like above McCusker’s Market in Shelburne Falls).</li> <li>• Create a Local Economic Development Investment revolving loan fund from a 1% tax on residential and commercial property tax or from an overall budget allocation (approximately \$400,000). The purpose of the fund is to give valid Greenfield businesses access to money to add new jobs, make capital investments in equipment or infrastructure, and train existing employees for new skills.</li> <li>• Develop a Live/Work ordinance for the zoning ordinance to enable developers and artisans to create living accommodations and studio space in one place.</li> </ul>
	4. Continue further development or redevelopment of commercial sites with sufficient supporting infrastructure for businesses compatible with local and regional industry clusters.	Greenfield contains several underutilized or vacant commercial sites and buildings that are served by existing infrastructure and would be attractive for adaptive reuse. Facilitating the return of these resources to productive use can reduce the pressure for conversion of open land, promote efficient land development patterns, reduce the need for costly infrastructure extensions, and provide unique space to support new and expanded business ventures.	<ul style="list-style-type: none"> <li>• Utilize the Greenfield Economic Development office, working with a well-funded business development marketing plan, to target businesses compatible with local and regional industry clusters (small manufacturing, food production and distribution, green technologies, creative/arts-oriented businesses, healthcare, professional services, skill trades and education).</li> <li>• Utilize Greenfield Food Study, August 2013, and other food industry resources/organizations to target and implement food industry development strategies.</li> <li>• Support development of state-of-the-art telecommunications infrastructure to increase broadband access to Greenfield, with special emphasis on our Central Commercial and General Commercial Zones.</li> <li>• Create a Sustainability Resource Center (a staffed organization or a website) to provided businesses with all of the resources and information on funding opportunities to become more sustainable in their business practices and energy use.</li> <li>• Support economic development partners including the CDC, Common Capital, and the Franklin Regional Career Center to provide training and low-interest loans.</li> <li>• Foster locally-made products by working with retailers to help them identify local products relevant to their businesses for sale or use as part of the infrastructure of their stores.</li> <li>• Encourage cooperative ownership to ensure that businesses will stay in our community and that profits remain local.</li> <li>• Implement PILOT (Payment in Lieu of Taxes) or Pay-for-Service agreements between the Town, major institutions, and non-profit organizations.</li> <li>• Create a customer service point of contact within the Department of Planning and Development and annually update all written guides to land development processes.</li> <li>• Support development of state-of-the-art telecommunications infrastructure to increase broadband access in Greenfield with special emphasis on our Central Commercial and General Commercial zones.</li> </ul>

### Acronyms:

DPW: Greenfield Department of Public Works  
 FCCC: Franklin County Chamber of Commerce  
 FRTA: Franklin Regional Transit Authority

GBA: Greenfield Business Association  
 GPS: Greenfield Public Schools  
 SAC: Sustainability Advisory Committee



Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Plan	Main Street Program -National Main Street Center, Inc.	Natural, Cultural, Historic Resources	Short (within a year)	Mayor's Office/Economic Development/FCC C/GBA	\$\$ (\$20,001 - \$100,000)	N	New Strategy
Policy	National Main Street Center, Inc.; Small Business Saturday	Natural, Cultural, Historic; Public Facilities, Services, and Energy	Short (within a year)	FCCC/GBA/Recreation/Licensing Commission	\$\$ (\$20,001 - \$100,000)	N	New Strategy
Policy	Shelburne Falls - Center above McCusker's Market; Worcester, MA - development and marketing of live/work space for creative economy workers: <a href="http://www.worcestermass.org/city-initiatives/the-creative-city-the-worcester-way/creative-live-work-sell-space">http://www.worcestermass.org/city-initiatives/the-creative-city-the-worcester-way/creative-live-work-sell-space</a>	Land Use	Mid (2-5 years)	Planning/Economic Development/Mayor's Office/SAC/FCCC	\$\$\$\$ (>\$250,000)	N	Planning for Economic Development in Greenfield (2008)
Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	Mayor's Office/Economic Development/Planning	\$\$ (\$20,001 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan



# Economic Development

## IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #3:</b> Greenfield has a vibrant, walkable downtown.	5. Strengthen downtown as a welcoming, attractive, and vibrant mixed-use urban space, with the First National Bank building as a cultural center with flexible performance and event space.	Greenfield's downtown currently lacks the degree of vibrancy desired by its residents and business owners. However, it is blessed with an attractive, traditional downtown development pattern with a range of handsome buildings directly abutting the sidewalk and supporting a variety of restaurants, retailers, offices, and service providers. By building off these physical assets and taking additional actions to make the downtown more attractive, welcoming and active, downtown can be strengthened as the "place to be."	<ul style="list-style-type: none"> <li>• Build civic pride.</li> <li>• Support existing downtown festivals, farmers' market, and events – theatre, video, poetry, etc. -- through the Greenfield Business Association, Chamber of Commerce, Recreation Department, and public/private partnerships.</li> <li>• Expand/improve existing library facilities.</li> <li>• Attract businesses that offer shopping options that meet people's needs.</li> <li>• Encourage reuse of all downtown space through revising the zoning ordinance to support an Adaptive Reuse Overlay District for downtown.</li> <li>• Encourage stores and eateries to spill out onto sidewalks with outdoor eating where sidewalk space allows, and ensure Greenfield licensing policies support such activity.</li> <li>• Foster expanding store shopping hours into the evening (e.g., offer "free" parking for one night a month like Turners Falls' Third Thursdays).</li> <li>• Cultivate downtown market-rate housing.               <ul style="list-style-type: none"> <li>- Encourage market-rate downtown housing options by helping building owners utilize upper stories for apartments (will need \$ for elevators -1% tax fund investment idea in Goal 3 to fund this);</li> <li>- Update zoning to enable denser housing within one mile of downtown (See Housing chapter for strategies).</li> </ul> </li> <li>• Continue downtown beautification efforts.               <ul style="list-style-type: none"> <li>- Town departments and elected officials work with business associations and other citizen groups and schools (such as the Greenfield Rejuvenators, Greenfield Tree Committee, and Greening Greenfield) to create a safer and more welcoming environment that would include but not be limited to:                   <ul style="list-style-type: none"> <li>- reduced litter</li> <li>- planting and supporting healthy trees and flowers</li> <li>- benches &amp; bike racks</li> <li>- flags</li> <li>- art work (engage arts community and businesses in a partnership which creates murals, sculptures, façades, benches, bike racks, etc. that become a permanent part of the businesses' identities and are paid through grants, revolving loan funds, etc.)</li> <li>- promote building façade upgrades</li> <li>- ensure Low Impact Development techniques used whenever possible to reduce storm water runoff and make our infrastructure greener</li> </ul> </li> </ul> </li> <li>• Encourage market rate housing in the upper floors of downtown buildings through development and installation of elevators.</li> </ul>
	6. Ensure downtown is safe, easy to get to, accessible, and pedestrian/bicycle friendly.	Ensuring that the downtown feels safe and comfortable for all segments of the population (e.g., the elderly, children, residents, visitors, bicyclists) is important in attracting a diversity of users and generating a critical mass of activity across different time periods. This includes maintaining both a comfortable personal security experience, as well as promoting safety and convenience features for non-motorized transportation alternatives.	<ul style="list-style-type: none"> <li>• Redesign key downtown streets to be bike/pedestrian/auto friendly.</li> <li>• Build an atmosphere of safety by creating a permanent downtown police presence.               <ul style="list-style-type: none"> <li>- Locate Public Safety Complex in downtown area (existing fire station, Davis Street School property?);</li> <li>- Institute "neighborhood policing" with downtown walking police patrols where the officers build direct relationships with the businesses and where the police are visible but not intrusive;</li> <li>- Possibly have a police kiosk on the Town Common where officers would periodically rest and where people would know that they could find an officer at specific posted times;</li> <li>- Site our local social service support services offices off of Main Street.</li> </ul> </li> <li>• Manage parking supply to encourage walking and biking.</li> <li>• Ensure adequate parking.</li> <li>• Support biking.               <ul style="list-style-type: none"> <li>- Require new and existing parking areas to provide bicycle parking</li> <li>- Add a downtown bike lane;</li> <li>- Change parking configuration to ensure adequate space for bike lane.</li> <li>- Implement a Bike-Share program.</li> </ul> </li> <li>• Explore revising zoning ordinance to utilize parking maximums as well as parking minimums.</li> <li>• Revamp parking policy to complement the community's vision of a pedestrian friendly and environmentally friendly community</li> <li>• Improve public transit. Work with FRTA &amp; GCC to expand the frequency of the downtown bus loop #21.</li> <li>• Build bus stop shelters. They could be "sponsored"/underwritten by local banks and larger employers.</li> <li>• Ensure good snow and ice removal.</li> </ul>

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Policy	Los Angeles Adaptive Reuse Ordinance <a href="http://www.preservationnation.org/information-center/sustainable-communities/green-lab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf">http://www.preservationnation.org/information-center/sustainable-communities/green-lab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf</a>	Land Use and Housing	Long (>5 years)	Mayor's Office/Economic Development/Planning/FCCC/Recreation	\$\$\$\$ (>\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan
Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	Planning/DPW/FR TA/Mayor's Office/SAC	\$\$\$\$ (>\$250,000)	N	



# Economic Development

## IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #4:</b> Greenfield is a magnet for 10-15% growth in new residents who support the local economy.	7. Create multiple marketing strategies to attract a diverse population and promote the attributes that make Greenfield a great place to live, including affordable starter homes; outstanding scenic, natural, and recreation opportunities; transportation accessibility; and a culture of sustainability.	Greenfield has a number of enviable attributes including affordable starter homes, outstanding scenic, natural and recreation opportunities, transportation accessibility, and a culture of sustainability, but these advantages may not yet be fully recognized by households in the region. Effectively marketing these features will help Greenfield capture residential growth that can further support local economic activity and fiscal health.	<ul style="list-style-type: none"> <li>• Foster the growth of Greenfield’s creative and telecommuting population through marketing residential real estate and live/work spaces to writers, artists, independent business people, etc. who are able to work out of their homes while gaining the quality of life that Greenfield has to offer.</li> <li>• Encourage recent college graduates to remain in or relocate to Greenfield by providing this population with attractive job opportunities, housing options, and cultural amenities.</li> </ul>
<b>Goal #5:</b> Greenfield provides educational and financial resources for sustainable economic development from both private and public entities.	8. Promote partnerships with the Franklin/Hampshire Employment Training Center, Franklin/Hampshire Career Center, local colleges, and social service providers to align education, certification, and training offerings with the labor force needs of local businesses.	There are a wealth of training resources within the area, including the Franklin/Hampshire Employment Training Center, local colleges, and various social service providers. Local manufacturers and businesses have identified a gap in ability to find appropriately skilled labor. Partnerships with these institutions should be deepened to help tailor training programs to match identified local needs.	<ul style="list-style-type: none"> <li>• Support economic development partners including the Franklin County Community Development Corporation, Common Capital, and the Franklin Regional Career Center to provide training and low-interest loans.</li> <li>• Connect business owners with local training organizations in order to help develop training programs that can satisfy their local labor needs.</li> </ul>
<b>Goal #6:</b> Greenfield reduces the amount of financial resources leaving our community.	9. Encourage retail options that appeal to all socio-economic groups in Greenfield and surrounding areas and promote buy-local efforts through procurement and sale of local products.	The creation of expanded retail diversity is in some ways a “chicken or the egg” question. In order to have a healthy mix of stores and extended business hours that would encourage customers to spend locally, business owners typically have to see evidence of consumer support to justify these investments. The promotion of a buy-local ethos for both retail customers and larger institutional or governmental entities can help to provide a stable revenue stream for local businesses that will encourage further investment.	<ul style="list-style-type: none"> <li>• Build additional anchor department store.</li> <li>• Research/create incentive programs that give local suppliers and businesses preference in private and municipal purchasing programs.</li> <li>• Support local currencies such as “Greenfield Dollars”.</li> </ul>
	10. Conserve energy and build renewable energy capacity to reduce funds (consumer spending dollars) leaving our region for the purchase of energy. Reduction goal: from \$67M to \$0 in accordance with Greenfield’s 2050 goal.	Energy bills can represent a significant, recurring expense for households and businesses. Enhancing energy efficiency creates long-term costs savings for households, expanding the amount of discretionary income that is potentially available to support local merchants and suppliers. On the commercial side, reducing energy usage can reduce operating expenses, allowing for additional investment in business development. In addition, payments to utilities currently represent money leaving the region. Building renewable energy capacity locally will allow these payments to remain and recirculate within the local economy.	<ul style="list-style-type: none"> <li>• Create a plan on how to achieve Greenfield’s 2050 goal noted above.</li> <li>• Continue to actively participate in Green Communities and reduce municipal energy use, and meet energy needs with zero carbon energy sources such as PV.</li> <li>• Continue Energy Smart Business and Energy Smart Homes programs that help businesses and residents find funds to do energy upgrades to their homes and buildings.</li> <li>• Partner with NGOs, FRTA, and for-profit businesses to promote walking, biking, telecommuting, and public transit and using the most fuel efficient vehicle possible.</li> <li>• Support local solar installers and partner with NGOs and for-profit corps to increase residential, business, and municipal investment in solar, and other strategies to produce and use renewable energy.</li> <li>• Offer locally-produced green electricity options through electrical aggregation program.</li> <li>• Track progress toward Greenfield’s 2050 goal.</li> </ul>

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Program	Global Cleveland marketing efforts. <a href="http://www.globalcleveland.org/WhyLiveinCleveland.aspx">http://www.globalcleveland.org/WhyLiveinCleveland.aspx</a>	Housing	Short (within a year)	Mayor's Office/Economic Development	\$\$ (\$20,001 - \$100,000)	N	New Strategy
Policy	Federal Trade Adjustment Assistance Community College and Career Training program (e.g., Schenectady Community College, UAlbany, and GLOBALFOUNDRIES developing a nanotechnology training program.)	Education	Mid (2-5 years)	GPS Administration/Economic Development/Franklin Hampshire Regional Employment Board	\$ (under \$20,000)	N	Sustainable Franklin County
Program	BerkShares (local currency); Selective Purchasing Policy Guide - Evangelical Lutheran Church in America; Local Purchasing Preferences - various municipalities (e.g., Cedar Rapids, Miami).	Land Use	Short (within a year)	Economic Development/GBA	\$ (under \$20,000)	N	Sustainable Franklin County
Program	CleanPowerSF (community energy choice); Brookhaven, NY property tax abatement for construction meeting green building certification standards.	Public Facilities, Services, and Energy	Long (>5 years)	Planning/FRTA/SAC	\$\$\$\$ (>\$250,000)	N	Greening Greenfield



# Housing

## IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #1:</b> Greenfield's policies and programs are coordinated to ensure housing units and neighborhoods adapt to meet changing needs.	1. Conduct a comprehensive regional housing needs assessment.	While the baseline assessment for the Master Plan covers much of the needed data, a much more thorough analysis must be done to identify additional gaps in housing in Town. The assessment would include a detailed examination of demographic and economic factors, current housing market conditions, and would determine the market potential for developing additional housing units in Greenfield. It would also include detailed recommendations (number of units and/or lots; unit type and size; price/rent; housing features and amenities, etc.) for the housing types needed in the Town.	<ul style="list-style-type: none"> <li>Assess needs for all stages of life, and a range of household size and income.</li> <li>Consider needs of aging population, and a full range of options for aging in place.</li> <li>Include issues affecting young adults, young families and workforce housing.</li> <li>Understand Greenfield's regional market niche in providing a diverse range of housing.</li> <li>Incorporate the need for Youth Affordable Housing and student populations.</li> </ul>
	2. Audit and update zoning regulations, permitting and other appropriate regulations, to increase density of housing and population through adaptation and infill.	In order to meet the changing needs of both young and elderly citizens in Greenfield, housing units need to be updated and/or constructed differently. Adding accessory dwellings, allowing for smaller homes, co-housing, and encouraging housing units above retail are very important issues that need to be addressed through the Town's current zoning regulations to make sure they are allowed and supported downtown and near critical services and amenities.	<ul style="list-style-type: none"> <li>Adopt accessory dwelling unit (ADU) ordinance so residents can adapt homes to changing needs.</li> <li>Adopt a Neighborhood Pedestrian Zone to allow for more housing units on smaller lot size such as Cottage Housing.</li> <li>Amend ordinances to allow formal and informal co-housing.</li> <li>Remove limit on unrelated adults co-housed, use special permit process with clear performance standards regarding cars, noise, trash etc., and enhance enforcement.</li> <li>Work with local Cooperative Development Institute to foster new ownership models such as senior housing cooperatives and mixed-income co-housing.</li> <li>Encourage upper story apartments on and near Main Street and in other mixed-use neighborhoods.</li> </ul>
<b>Goal #2:</b> Household energy consumption from utilities, maintenance and automobile reliance are reduced, thereby reducing Greenfield's overall contribution to greenhouse gases and increasing our community's energy independence.	3. Enhance and expand options to live in walkable neighborhoods, and reduce automobile reliance for work, services and recreation.	The Town should continue to coordinate housing and transportation planning to offer affordable housing for all ages (young and old) that allows them to walk and bike to work, school, shopping, and recreational spaces. This may require a more thorough plan to identify where additional land uses can also be supported (i.e., corner stores, bike trails, and restaurants).	<ul style="list-style-type: none"> <li>Continue with mixed-use Transit Oriented Development to build on the new transportation center and Greenfield's role as county seat and crossroads.               <ul style="list-style-type: none"> <li>Increase housing density within a mile of downtown through zoning and fast-track permitting for selected sites;</li> <li>Coordinate housing with transportation planning to support existing housing clusters, particularly where aging, low-income and car-free residents are concentrated.</li> </ul> </li> <li>Create a town-wide plan to add density in certain mixed-use neighborhood nodes to create more self-sufficient neighborhoods, with easy walking and biking and connections with public transportation.</li> </ul>
	4. Replace and renew homes to move all of our housing stock towards energy efficiency.	Greenhouse gas (GHG) emissions from residential heat and electricity equaled about 33% of the total community's overall GHG emissions, and cost the community over \$28 million in 2008. In order to reduce those emissions, and to reduce utility costs, there must change the way we build new homes, and we need to do energy upgrades to existing homes to make them more energy efficient. As they become more efficient, homes should also be installing renewable energy systems to continue reducing GHG emissions, and utility costs.	<ul style="list-style-type: none"> <li>Incentivize rehabilitating unused and underutilized buildings and large homes into energy efficient, market-rate housing with multiple units, perhaps creating new incentives for adaptive reuse and renovation.</li> <li>Encourage new residential construction to be built to zero-net-energy-ready standards and exceed the state's "Stretch Code."</li> <li>Consider adopting a Sustainable Building Code for the town.</li> <li>Adjust ordinances to encourage high quality, energy efficient pre-fab housing as a cost-effective alternative to custom-built single-site construction.</li> <li>Continue to invest federal CDBG funds in housing upgrades.</li> <li>Create flexibility within building codes to allow smaller homes and apartments.</li> <li>Incentivize landlords to do energy upgrades their buildings.</li> <li>Encourage and incentivize renewable energy for new and existing homes, including:               <ul style="list-style-type: none"> <li>Commercial Property Assessed Clean Energy (PACE) financing that can be used for 5-unit buildings and above;</li> <li>Encourage building owners to install solar electric (aka PV - photovoltaic) and solar hot water systems on their homes and/or in their yards</li> <li>Encourage investment in a Community-Shared Solar project;</li> <li>Encourage residents to choose a green electricity provider.</li> </ul> </li> <li>Measure progress toward our energy reduction goals. See 2008 statistics below:               <ul style="list-style-type: none"> <li>Energy use for residential heat and electricity was 33% of total community energy use and cost \$28,332,681. Of that \$20,742,974 left the community;</li> <li>Continue to track average household energy use for electricity and natural gas. (FYI-oil use numbers are likely not useful due to ability for users to purchase oil from various vendors within one heating season).</li> </ul> </li> </ul>

### Acronyms:

DPW: Greenfield Department of Public Works

FCRHA: Franklin County Regional Housing Authority

FRCOG: Franklin Regional Council of Governments

GHA: Greenfield Housing Authority

SAC: Sustainability Advisory Committee

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Plan	Welcome Home Massachusetts, Creating a Housing Needs Assessment Guide: <a href="http://www.housingpolicy.org/toolbox/strategy/policies/housing_needs_MA.html">http://www.housingpolicy.org/toolbox/strategy/policies/housing_needs_MA.html</a>	Economic Development	Short (within a year)	Planning/GHA/FRCOG	\$\$ (\$20,001 - \$100,000)	N	Follow up to Housing Production Plan
Policy	Neighborhood Pedestrian Zone - Community That Works: <a href="http://community-that-works.org">http://community-that-works.org</a>	Land Use and Transportation	Mid (2-5 years)	Planning	\$ (under \$20,000)	N	Sustainable Franklin County
Program	- See Smartgrowth.gov for case studies, MassDevelopment financing and EPA financing to support within and TOD projects	Land Use; Economic Development; and Transportation	Mid (2-5 years)	Planning/DPW/SAC	\$\$ (\$20,001 - \$100,000)	N	Part of existing TOD development and coordination with FRCOG
Program	Going Beyond Code Guide - A Guide to Creating Green Building Programs for Energy Efficient and Sustainable Communities: <a href="http://www.energycodes.gov/sites/default/files/documents/GoingBeyondCode.pdf">http://www.energycodes.gov/sites/default/files/documents/GoingBeyondCode.pdf</a>  "Tiny Homes", clusters with shared sanitary facilities - <a href="http://www.cottagecompany.com/consulting/planners.aspx">http://www.cottagecompany.com/consulting/planners.aspx</a>	Land Use; and Public Facilities, Service and Energy	Long (>5 years)	Planning/Building Department/Mayor's Office/SAC	\$\$\$\$ (>\$250,000)	N	Sustainable Franklin County



# Housing

## IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #3:</b> A wide variety of affordable, attractive, sustainable housing options are available in Greenfield promoting high quality-of-life and self-sufficiency for all households.	5. Create a staffed resource center to provide homeowners, tenants and landlords with education and resources on home purchase, energy use and upgrades, renovation, and financing.	Knowledge is power. Many homeowners and renters are not aware that there are numerous resources available to reduce their energy costs and have a more efficient home. An Energy Resource Center can provide owners, landlords and renters with information and support on how to utilize these programs and incentives to be more energy efficient.	<ul style="list-style-type: none"> <li>• Continue to support public education about financial incentives (utility and other) for residential energy upgrades, such as Energy Smart Homes.</li> <li>• Adopt mandatory Energy Disclosure for rental units (green labeling program).</li> <li>• Offer programming and serve as clearing house for other local, state and national resources.</li> <li>• Advocate for expansion of utility programs that cover pre-weatherization costs.</li> <li>• Continue and augment Greenfield's sustainability programs for new and existing housing, (like the Energy Smart Homes, outreach, education and financial assistance to homeowners, landlords and tenants to help them reduce the utility costs).</li> <li>• Develop local financing tools for home-buyers, and homeowners for housing rehabilitation</li> <li>• Use local revenue from electrical aggregation, Community Redevelopment Act (CRA) funds, and Community Preservation Act (CPA), to fund resource center and programs.</li> </ul>
	6. Increase housing choice, expand and update housing stock to reflect changing preferences and population.	Housing demand shifts over time. In the last century housing was created to keep up with the formation of families. Now, factors like a growing demand for walkable neighborhoods, an aging population, and more single-person households than ever is causing significant shifts in the nature of housing demand. Greenfield needs to add units, and to upgrade existing underutilized buildings to meet community goals like helping residents to age in place or start out in life. There needs to be specific focus on mobility, affordability, energy efficiency, access to services, schools and amenities.	<ul style="list-style-type: none"> <li>• Increase the number of available rental properties.               <ul style="list-style-type: none"> <li>- Prepackage sites/projects, recruit developers to build desired type and location;</li> <li>- Incentivize developers to upgrade underutilized buildings;</li> <li>- Encourage rehabilitation of unused buildings and/or large homes into energy efficient market-rate housing.</li> </ul> </li> <li>• Incentivize development of starter homes and workforce housing.               <ul style="list-style-type: none"> <li>- Through District Improvement Financing or density bonuses;</li> <li>- Reward builders for energy efficiency to offset higher building costs.</li> </ul> </li> <li>• Expand options for residents to age in place.               <ul style="list-style-type: none"> <li>- Adaptation to stay in homes;</li> <li>- Options to relocate within town (condominiums, independent living, see Goal 1).</li> </ul> </li> <li>• Create quality housing – safe, durable, energy efficient, sustainable, and human-oriented.               <ul style="list-style-type: none"> <li>- Adjust zoning and permitting to prevent low quality or incompatible structures in historic neighborhoods (i.e., homes with front entrance through garage on a street with homes featuring front-porches), make it easy to replicate historic design and important site features. Consider tax breaks to incentivize stretch code or other measures that lead to housing stock with longer-term value to occupants;</li> <li>- Ensure lower-cost, high-quality options like energy-efficient pre-fab is not at a disadvantage in permitting or zoning processes (consider pre-approving certain designs for infill and refill sites to facilitate replacement of obsolete homes, partner with national leaders for model infill program).</li> </ul> </li> </ul>
<b>Goal #4:</b> Greenfield supplies quality, permanent affordable housing and creative transitional and supportive housing programs that include the special challenges of homeless and carless households in a rural context.	7. Continue to provide a full range of quality alternative housing options to serve diverse populations and needs, including the homeless, and those transitioning to and from independence.	Affordable housing is important at all stages of life: for students, for the single parent or "thirty-something", and for older adults. In addition to preserving the units on the Subsidized Housing Inventory, units must also be available for households that are low to moderate income, such as our school teachers, municipal staff, and entry-level employees of local businesses.	<ul style="list-style-type: none"> <li>• Improve quality: Continue to support replacement of aging affordable housing units.               <ul style="list-style-type: none"> <li>- Upgrade and replace units that are part of the 13.8% affordable housing "subsidized housing inventory" (SHI);</li> <li>- Encourage continued upgrade and creation of affordable units (priced appropriately to households low to moderate income) offered through the private market.</li> </ul> </li> <li>• Adopt inclusionary zoning to ensure ongoing replacement of low-income housing units.</li> <li>• Ensure a full range of alternative housing options continue to be developed to serve diverse populations and needs for whom typical homes and apartments are inappropriate:               <ul style="list-style-type: none"> <li>- Dial-Self young adult housing;</li> <li>- Halfway houses, SROs, homeless shelters;</li> <li>- For seniors: accessible apartments for empty-nesters, independent and assisted living, boarding homes and co-housing, nursing homes;</li> <li>- Identify agency to lead facilitating senior co-housing options. For example, identify potential sites and pursue site-preparation for development, i.e., through an 'active adult overlay' and securing state/fed infrastructure funding;</li> <li>- Senior housing models that preserve equity (work with Senior Cooperative Housing non-profit to create adaptive reuse apartments like Catholic school);</li> <li>- Housing that supports access to higher education (Greenfield Community College and Hallmark students, student-appropriate housing near transit nodes to Amherst, Springfield, Holyoke).</li> </ul> </li> </ul>
	8. Address Housing Demand.	After a full Housing Needs Assessment (see Strategy #1) is conducted, the Town must use the results to hone in on how to address the housing demand locally and throughout the region. This can be done by coordinating with regional stakeholders, like the Franklin Regional Housing and Redevelopment Authority, to ensure that while housing demand is being met, it is not displacing any residents due to cost or location.	<ul style="list-style-type: none"> <li>• Coordinate with regional stakeholders to ensure municipalities achieve 10% Affordable Housing throughout the region.               <ul style="list-style-type: none"> <li>- Work with the Franklin Regional Housing and Redevelopment Authority and the Franklin Regional Council of Governments.</li> </ul> </li> <li>• Augment housing options to reduce pressure on rental supply and to reduce displacement due to gentrification.</li> </ul>



Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Program	PACE financing: <a href="http://www.ase.org/resources/property-assessed-clean-energy-financing-pace">http://www.ase.org/resources/property-assessed-clean-energy-financing-pace</a>	Public Facilities, Service and Energy	Mid (2-5 years)	Planning/Mayor's Office/SAC/Greening Greenfield	\$\$\$\$ (>\$250,000)	N	New Strategy
Program	AARP Public Policy Institute: Strategies to Meet the Housing Needs of Older Adults: <a href="http://www.housingpolicy.org">www.housingpolicy.org</a>	Land Use and Economic Development	Long (>5 years)	Planning/GHA/FCRHA	\$\$\$\$ (>\$250,000)	N	Through Franklin Regional Housing and Redevelopment Authority
Program	Aspen Affordable Housing Credit Program: <a href="http://www.aspendailynews.com/section/home/156108">http://www.aspendailynews.com/section/home/156108</a> STARS (Sustainability Tracking, Assessment and Rating System), created by the Association for the Advancement of Sustainability in Higher Education: <a href="https://stars.aashe.org/">https://stars.aashe.org/</a>	Land Use and Economic Development	Long (>5 years)	Planning/GHA/FCRHA	\$\$\$\$ (>\$250,000)	N	Sustainable Franklin County
Program	HUD's Home Investment Partnership Program, Consortia Program: <a href="http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/programs/home/consortia">http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/programs/home/consortia</a>	Economic Development	Mid (2-5 years)	Planning/FCRHA/FCOG	\$\$\$ (\$100,001 - \$250,000)	N	Sustainable Franklin County



# Housing

## IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #5:</b> Community resilience and individual enjoyment of our abundant natural resources is enhanced through residential development practices that preserve local agriculture, water quality, biodiversity, and the visual integrity of the landscape.	9. Ensure future residential development promotes watershed protection, land conservation and farm preservation goals by focusing activity in areas with existing infrastructure.	Residential development (retrofit of existing and construction of new) needs to consider the landscape and natural resources surrounding it so as not to adversely affect water supplies, waterways, habitat or reduce agricultural land. The Town should create an inventory of its natural, cultural and aesthetic resources, layer that with the location of existing infrastructure, and use this to prioritize where new housing will be located.	<ul style="list-style-type: none"> <li>• Protect Greenfield's high quality drinking water, continue to find ways to reduce residential impact on waterways, and to restore ecological and recreational value.</li> <li>• Rapidly adjust the zoning ordinances to reflect identification of key agricultural, watershed, wildlife or other natural resources.</li> <li>• Document the town's natural assets that have aesthetic and cultural value, such as riverways and rural roads, fields and forests and incorporate their protection into plans and zoning (i.e., to protect historic landscape features like pastoral views and stone walls, to preserve access to green river swimming for area residents.</li> <li>• Improve conservation and cluster development ordinances by adding density bonuses and flexible conservation area percentages to preserve ecologically important areas and incentivize their use by developers, which makes Greenfield more attractive for development while protecting natural resources;</li> <li>• Create an incentive bank for developers to choose from, including: parking, riparian buffer, trail connections, etc.</li> </ul>
	10. Reduce negative impacts of new or existing residential neighborhoods on natural systems while enhancing beneficial access to nature.	New and existing homes and their properties can be constructed so there is a respect and appreciation for natural resources. Low Impact Development and stormwater management, reduced impervious surfaces, connections to walking and biking trails, and support of community and backyard gardens and farming protect our resources while fostering an appreciate for, and access to, nature and how it improves our quality of life.	<ul style="list-style-type: none"> <li>• Phase in Low Impact Development, maximum parking/impervious surface standards, performance standards to avoid/reduce stormwater runoff through municipal practices and incentives for developers (i.e. more lot coverage and density possible with LID)</li> <li>• Develop a plan for trail and bike connections, serving all neighborhoods, to natural areas (coordinate with the Open Space and Recreation Plan and Land Use recommendation for an Open Space Committee).</li> <li>• Support agriculture and access to food through community gardens and back-yard farming.</li> <li>• Educate residents about yard practices that support biodiversity and resiliency, and contribute to environmental health; minimizing pesticide, water, and energy use, increasing soil fertility, using native plants, installing rain gardens and on-site water management.</li> </ul>
<b>Goal #6:</b> Greenfield is a thriving, vibrant, regional urban center with livable, mixed income, well-situated neighborhoods within easy reach of everyday needs.	11. Identify key neighborhood services, amenities and facilities and enhance connections through upgraded sidewalks, bikeways and streets.	Neighborhood-based planning is a fine-grained analysis of what and where neighborhood amenities are, where the gaps in the desired amenities might be, and what changes need to be made to meet the needs for the existing and future population in Greenfield. Amenities can include: walkability, neighborhood stores, bus stops, parks, and community gardens contribute to quality of life in a neighborhood.	<ul style="list-style-type: none"> <li>• A sidewalk program to ensure all urban areas are safely traveled by people of all abilities.</li> <li>• Initiate neighborhood-based planning and update zoning to address town-wide needs (add mixed-use, housing mix, traffic issues, increase population density to support transit nodes). This can be done by dividing the town into neighborhoods to assess existing and desired local amenities - easy walk to school, neighborhood stores, bus stop, park, community garden, highway access.</li> <li>• Consider a walkability-score, transit connectivity score, or some other tool for ongoing assessment of neighborhood functionality and connectivity.</li> <li>• Integrate neighborhood plans with town-wide multi-modal transit planning.</li> <li>• Work with DPW to identify the town's role in maintaining quality neighborhoods – streets, sidewalks, trees, trash pick-up – and potential funding (public health grants, DOT).</li> <li>• Develop funding tools so public improvements keep pace with private investment in homes and neighborhoods: for example Tax Increment Financing Districts and "Betterments" program.</li> </ul>
	12. Protect historic character of neighborhoods while facilitating improvement of housing stock.	Historic preservation is important to maintain the character of a community. Greenfield is blessed with historic homes and buildings which are still able to support housing. In addition to protecting their character, the Town could incorporate other housing strategies like providing affordable housing units, diversify the housing units available to allow live-work units to be constructed and consider aging in place needs.	<ul style="list-style-type: none"> <li>• Document, enhance and protect the unique character of Greenfield's neighborhoods without impeding upgrade and adaptation.</li> <li>• Continue to support creation of live-work spaces to attract and support creative economy workers, telecommuters, semi-retired and startup.</li> <li>• Make it easier to build/rehab a variety of high-quality units by right.</li> <li>• Historic Preservation - document the architecture reflecting our layered history to improve awareness and preservation (Implementation: state historic inventory of historic districts).</li> <li>• Create process for town and residents to identify this character (i.e. neighborhood plans - see previous strategy).</li> <li>• Add to zoning design guidelines, or form-based code style easy to understand visuals.</li> <li>• Enhance the Health Department's capacity to pro-actively solve housing based public health issues (i.e., hoarding, failing sewers, deferred maintenance).</li> <li>• Improve procedures to return abandoned or tax title, or foreclosure properties into use.</li> </ul>

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Policy	Davidson Greenprint (Natural Asset Inventory): <a href="http://www.ci.davidson.nc.us/index.aspx?NID=344">http://www.ci.davidson.nc.us/index.aspx?NID=344</a>	Land Use; and Natural, Cultural, Historic Resources	Mid (2-5 years)	Planning	\$ (under \$20,000)	N	New Strategy
Program	Low Impact Development - Modeled After Nature (solutions for developers and homeowners): <a href="http://www.lowimpactdev.com/">http://www.lowimpactdev.com/</a>	Land Use; and Natural, Cultural, Historic Resources	Mid (2-5 years)	Planning/DPW/Recreation	\$\$ (\$20,001 - \$100,000)	N	New Strategy
Plan	Community Healthy Needs Assessment: <a href="http://assessment.communitycommons.org/CHNA/">http://assessment.communitycommons.org/CHNA/</a>	Land Use and Transportation	Mid (2-5 years)	Planning/DPW/Economic Development/SAC	\$\$ (\$20,001 - \$100,000)	Y (Sidewalk Replacement Fund)	New Strategy
Policy	Slavic Village Revitalization Project: <a href="http://www.nationaljournal.com/features/restoration-calls/how-a-community-demolished-its-way-out-of-a-crisis-20121210">http://www.nationaljournal.com/features/restoration-calls/how-a-community-demolished-its-way-out-of-a-crisis-20121210</a> and Bridge Street District Plan: <a href="http://communityplan.dublinohiousa.gov/bridge-street-district/overview-and-purpose-2/">http://communityplan.dublinohiousa.gov/bridge-street-district/overview-and-purpose-2/</a>	Economic Development; and Natural, Cultural, Historic Resources	Mid (2-5 years)	Planning/Historical Commission	\$\$ (\$20,001 - \$100,000)	N	New Strategy



# Natural, Historic, and Cultural Resources

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #1:</b> Greenfield's natural, cultural and historic resources will be an integral part of the Town's identity with wider recognition and use.	1. Establish a marketing plan for natural, historic, and cultural resources.	The purpose of the marketing plan would be to identify and promote Greenfield's natural, historic, and cultural resources to maximize the appreciation of and use of these resources by local residents and tourists. The plan will include strategies related to institutional support, individual property maintenance and/or protection, and consolidated marketing techniques that will increase recognition of and respect for these resources.	<ul style="list-style-type: none"> <li>• Re-establish a Visitor's Center.</li> <li>• Develop a public arts program to foster lively and attractive streetscapes through public/private partnerships.</li> <li>• Install information kiosks on Town Common and throughout Greenfield.</li> <li>• Create partnerships between the Town and its many museums through collaboration on town-wide events and/or creation of way-finding signs.</li> <li>• Complete and publish an inventory of natural, historic, and cultural areas and make information readily available to the public.</li> <li>• Create an educational campaign and marketing strategy for Greenfield's conservation and tourism resources.               <ul style="list-style-type: none"> <li>- Emphasize and promote public pride and awareness;</li> <li>- Create tours of natural, historic, and cultural areas with appropriate signage;</li> <li>- Emphasize hidden assets such as Greenfield Village, Museum of Industrial Heritage, etc.;</li> <li>- Promote historic areas such as North Meadows, Mohawk Trail view, Pumping Station, Rocky Mountain Range, etc.;</li> <li>- Employ technology to promote Greenfield;                   <ul style="list-style-type: none"> <li>- install full-color event digital marquee</li> <li>- install rotating billboard(s)</li> <li>- enhance social media, digital marketing, and website</li> </ul> </li> <li>- create town-maintained calendar for both Town and privately-organized public events</li> <li>- develop QR Codes for various tour subjects such as buildings, trees, dinosaurs, destinations, etc.</li> </ul> </li> <li>• Create welcoming &amp; consistent signage of our historic heritage;</li> <li>• Cross-promotion of public and private events through Chamber marketing materials.</li> </ul>
<b>Goal #2:</b> Residents and visitors of all ages in Greenfield will enjoy various recreational opportunities as a vital contribution to their health and wellbeing.	2. Identify existing and create new year-round recreational facilities that are accessible to all generations in Greenfield.	Identify and maintain existing recreational facilities in Greenfield. Create new recreational opportunities to meet unfulfilled needs. Make sure existing and new recreational resources provide year-round and diversified usage. Make sure these resources are universally accessible and capable of satisfying recreational needs of all generations in Greenfield.	<ul style="list-style-type: none"> <li>• Create a permanent Open Space Committee.</li> <li>• Provide more recreational opportunities for teen and elderly populations.</li> <li>• Provide better maintenance for existing facilities, especially preventative.</li> <li>• Develop new events and activities while continuing to support existing events through strengthened Recreation Dept. and public/private partnerships.               <ul style="list-style-type: none"> <li>- Support cultural events organized by the Recreation Department;</li> <li>- Develop a marketing strategy for Recreation department;</li> <li>- Increase Recreation Department Operating Budget &amp; staff;</li> <li>- Hire a consultant to develop a Recreation Department Master Plan;</li> <li>- Strengthen and promote the Friends of Recreation, 501 c3, as an independent fundraising source for the Recreation Department;</li> <li>- Reinstitute bike committee/commission;</li> <li>- Foster marathon &amp; bike events and create linkages with private organizations such as hospitals, YMCA, and health clubs;</li> <li>- Recognize the value of the private-sector health clubs and activities such as contra-dancing, martial arts, yoga, hiking, biking, walking, skiing etc.;</li> <li>- Develop a historic trail system highlighting the city's important cultural and historic assets to dovetail with the cultural walking tours.</li> </ul> </li> <li>• Implement the 2012 Open Space and Recreation Plan.</li> <li>• Explore the potential of combining parks and recreation into one department.</li> </ul>
<b>Goal #3:</b> Our natural world and the scenic, rural, and agricultural landscapes will be protected, preserved, and improved to support biodiversity and healthy living in Greenfield.	3. Identify, celebrate, and preserve open space; continuous wildlife habitat and migration corridors; significant view corridors; heritage landscapes, watersheds, wetlands, and rivers; and agricultural land.	Maintain an up-to-date inventory of all natural resources in Greenfield, including open space, wildlife habitat, view corridors, heritage landscape, water resources, and agricultural land. Prioritize the preservation of these resources in all decision-making processes. Foster a culture of celebrating and self-identifying with these valuable resources in Greenfield.	<ul style="list-style-type: none"> <li>• Ensure the rural and scenic character of Greenfield.</li> <li>• Coordinate with local communities and regional organizations.</li> <li>• Celebrate our agricultural history, explore community agriculture, and foster a balanced food supply in Greenfield.</li> <li>• Enhance storm water management and promote land preservation along rivers to ensure high water quality of our rivers and drinking water.</li> </ul>
	4. Review, update, and enforce the Town's Zoning Ordinances and environmental regulations to protect all of the above.	Review the current Zoning Ordinances and existing environmental regulations of Greenfield to make sure they are geared towards protecting the Town's valuable natural resources. Update these regulations in a changing context to address outstanding and emerging preservation issues and meet the Town's long term preservation needs. Strengthen code and law enforcement for successful implementation of preservation actions.	<ul style="list-style-type: none"> <li>• Protect our remaining and precious agricultural land in Town through the Agricultural Protection Restriction (APR) and Chapter 61A programs.</li> <li>• Explore ordinances to reduce noise and light pollution.</li> </ul>

**Acronyms:**

FCCC: Franklin County Chamber of Commerce

FRCOG: Franklin Regional Council of Governments

GBA: Greenfield Business Association

SAC: Sustainability Advisory Committee

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Policy	<p>Parks, Recreation &amp; Culture Department, Windsor, CO</p> <p>The Windsor PRCD oversees the provision of services related to recreation and cultural opportunities for the entire community through quality program, facilities, service, and management of natural resources.</p> <p>The PRCD consists of three divisions:</p> <ol style="list-style-type: none"> <li>1. Art &amp; Heritage: provides services related to music, history, art, and culture. This division oversees cultural events, concert series, museum, art or visitor center, exhibits, public art plan, etc.</li> <li>2. Parks and Open Space: responsible for parks, trails, rights of way, and open space within the town. This division evaluates development plans to ensure that parks, recreational and cultural needs are addressed. The town also partners with other agencies to effectively provide services and amenities beyond their scope or boundaries, such as creating a regional bike plan.</li> <li>3. Recreation: provides a wide variety of activities, community programs, and special events, including youth and adult athletics, instructional programs, drop-in activities, fitness classes, and ground excursions.</li> </ol>	Economic Development	Short (within a year)	Mayor's Office/Economic Development/FCCC	\$\$ (\$20,001 - \$100,000)	N	New strategy
Infrastructure	ASLA 2010 Student Awards - Integration Parks: <a href="http://www.asla.org/2010studentawards/367.html">www.asla.org/2010studentawards/367.html</a>	Public Facilities, Services, and Energy	Mid (2-5 years)	Recreation/Mayor's Office/Planning	\$\$\$\$ (>\$250,000)	N	2012 Open Space and Recreation Plan
Program	UCDavis Natural Resources Projects Inventory: <a href="http://ice.ucdavis.edu/project/nrpi">http://ice.ucdavis.edu/project/nrpi</a>	Land Use	Long (>5 years)	Planning/Local Land Trusts/FRCOG	\$\$\$\$ (>\$250,000)	N	2012 Open Space and Recreation Plan
Policy	<p>Massachusetts Smart Growth/Smart Energy Toolkit</p> <p><a href="http://www.mass.gov/envir/smart_growth_toolkit/index.html">http://www.mass.gov/envir/smart_growth_toolkit/index.html</a></p> <p>Example Modules: Agricultural Preservation, Brownfields, Low Impact Development, Open Space Design/Natural Resource Protection Zoning, Transfer of Development Rights, Water Resource Management, Zoning Decisions</p>	Land Use	Mid (2-5 years)	Planning	\$\$\$ (\$100,001 - \$250,000)	N	2012 Open Space and Recreation Plan



## Natural, Historic, and Cultural Resources

### IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #4:</b> Greenfield's cultural life will be encouraged, expanded, and better promoted, with more established town-wide events.	5. Create a downtown Cultural Center at the First National Bank to supporting existing activities and create new town-wide events and programs.	A downtown cultural center would provide gathering space for existing and potentially new cultural groups/institutions, performance spaces, and galleries. Locating the center at the First National Bank would ensure the continued use and preservation of a historic property, while bringing more residents and tourists into the downtown area.	<ul style="list-style-type: none"> <li>• Include flexible performance and exhibition space.</li> </ul>
	6. Support existing and create new town-wide cultural events through public/private partnerships.	The Town could enhance its cultural attractions through its own investments along with leveraging the capital and other resources of a private entity. This would provide greater public benefit with fewer public funds. The Town could encourage mutually beneficial relationships with private entities through efficient administration and open, transparent communication.	<ul style="list-style-type: none"> <li>• Streamline permits, licensing, and zoning processes for creative enterprises.</li> <li>• Encourage café style outdoor seating.</li> <li>• Encourage the presence of food trucks downtown.</li> </ul>
	7. Apply for Cultural District designation from the Mass Cultural Council.	The Cultural Districts Initiative is a program of the Massachusetts Cultural Council that was launched in April 2011. There are currently 17 Designated Cultural Districts in Massachusetts, none of which are located in the Town. Designation can foster local cultural development by attracting artists and cultural enterprises, tourists, and private investment into a specific geographic area with an existing concentration of cultural facilities. Added benefits of the program may include the preservation and reuse of historic buildings and the enhancement of property values.	<ul style="list-style-type: none"> <li>• Expand museum offerings and exhibitions.</li> <li>• Foster the creation of a Children's Museum.</li> <li>• Celebrate Greenfield's History.</li> </ul>
<b>Goal#5:</b> The historic resources in Greenfield (historic buildings/areas, archaeological sites, and heritage landscapes) will be preserved and protected.	8. Develop and implement a plan for historic preservation that includes creative reuse of historic buildings, the creation of local historic districts, and the nomination of additional National Register historic districts and individual properties.	A formal historic preservation plan would enable the Town to define an overall vision for the protection of its historic resources. This plan would identify the needs and proposed solutions of existing efforts as well as provide the policy direction for Town-led preservation efforts in the long-term.	<ul style="list-style-type: none"> <li>• Ensure the Historical Commission's recommendations regarding protection and preservation ordinances are enacted and carried out.</li> <li>• Revitalize the Historic Commission with better marketing materials both online and in print, and develop an independent website including digital historic building inventory to increase citizens' knowledge and interest.</li> <li>• Explore increasing demolition delay time.</li> <li>• Create and/or promote financial incentive programs to preserve historic facades.</li> <li>• Institute residential and commercial historic plaque program.</li> <li>• Foster linkage between the Town and its many historic museums and organizations.</li> <li>• Identify and preserve historic landscapes and view corridors.</li> <li>• Research designation as a Main Street Community or incorporate National Main Street Center principles (National Main Street Center: <a href="http://www.preservationnation.org">www.preservationnation.org</a>).</li> </ul>
	9. Support the passage of the Community Preservation Act.	The Massachusetts Legislature passed the Community Preservation Act (CPA) in 2000. Local adoption of the CPA would enable the Town to create a dedicated fund for the preservation of historic resources and open spaces, the purchase and creation of new outdoor recreational facilities, and the development of affordable housing. Funding for these activities typically includes a voter-authorized surcharge on local property tax bills of up to 3 percent and annual distributions from the state's Community Preservation Trust Fund.	

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Infrastructure	Cultural Center of Cape Cod The Cultural Center of Cape Cod, a 501(c)3 non-profit organization, adaptively reused the Bass River Savings Bank in South Yarmouth, Massachusetts to provide space for local cultural activities related to exhibition, education, and entertainment.	Public Facilities, Services, and Energy; Economic Development; Education	Long (>5 years)	Economic Development/GBA	\$\$\$\$ (>\$250,000)	N	New Strategy
Program	Worcester Cultural Coalition (WCC) and the WOO Card The WCC is a public/private partnership between the City of Worcester and cultural organizations in Greater Worcester. The WCC promotes all member organizations and advocates for funding to support cultural events and educational programs. The WCC founded the WOO Card, a program that provides loyalty points and discounts to users who visit cultural institutions, restaurants, and retailers.	Economic Development; Education	Mid (2-5 years)	Economic Development/GBA	\$\$ (\$20,001 - \$100,000)	N	New Strategy
Program	Cottage Street Cultural District - Easthampton, MA The Cottage Street Cultural District is an area within the City of Easthampton that contains diverse shops, galleries, and night-life activities amongst a vibrant art scene. The District hosts year-round events that include the Art Walk and the Easthampton Paint Out! at the Nash Gallery.	Economic Development	Short (within a year)	Mayor's Office; Economic Development/Historical Commission	\$ (under \$20,000)	N	New Strategy
Plan	City of Clinton Façade Improvements schematic: <a href="http://www.cityofclintonnc.com">www.cityofclintonnc.com</a> Portland, Maine Façade Improvements Program: <a href="http://www.portlandmaine.gov/citymanagers/facade.asp">http://www.portlandmaine.gov/citymanagers/facade.asp</a>	Economic Development	Mid (2-5 years)	Planning/Historical Commission	\$\$\$ (\$100,001 - \$250,000)	N	New Strategy
Policy		Housing	Short (within a year)	Mayor's Office/Town Council/SAC	\$ (under \$20,000)	N	New Strategy



## Public Facilities, Services and Energy

### IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #1:</b> Municipal buildings, equipment, and operations meet the Town's needs and are accessible, efficient, resilient, well-staffed, and well-maintained.	1. Create and implement a long-range Capital Improvement Plan that incorporates sustainability principles for plants, buildings and vehicles.	The Town should become more proactive about updating its facilities by developing a long-range physical plant capital improvement plan. This will enable the Town to plan for and budget more effectively as it moves forward with critical maintenance and capital improvement projects over the next 10-15 years.	<ul style="list-style-type: none"> <li>Assess what improvements are needed for all municipal buildings, and when they are needed, with the goal of looking for synergies which could lead to cost savings. This will help the Town prioritize the improvements, budget for the work, and seek supplemental sources of funding such as grant money. The recommendations and priorities identified in the ADA Transition Plan can be folded into this effort.</li> <li>Central Maintenance, the Planning and Construction Committee and the Sustainability Advisory Committee work together with the goal of making Town-owned buildings as "sustainable as possible" in that they are state-of-the art, incorporate shared spaces, use the least amount of fossil fuel energy as possible, and materials used are as durable and recyclable as possible.</li> <li>Build all new Town-owned buildings to zero-net-energy ready standards and use "green" materials wherever possible.</li> <li>Explore purchasing and use of building maintenance software, similar to that presently used by the Sewage Treatment plant.</li> <li>Update fire and emergency services equipment so no equipment is older than 20 years.</li> <li>Ensure that we have quality, cost-effective ambulance services.</li> <li>When replacing equipment and vehicles, purchase the most environmentally-friendly products possible.</li> <li>Develop and implement procurement policies that support Town's sustainability goals</li> </ul>
	2. Develop a plan for how to meet the space and staffing needs of Municipal Services	As Greenfield grows and changes in how it provides municipal services throughout the town, it will need to continue to consider how to meet space and staffing needs of its municipal services. With the Public Safety Complex and planned addition to the Town Hall identified, these two projects will provide for the much needed space for these two facilities. A continued assessment of similar municipal services and their facilities will enable the Town to plan for where it needs to grow and reduce space and staffing needs.	<ul style="list-style-type: none"> <li>10 year plan</li> <li>Continue to examine the feasibility of expanding and improving space for Police, Fire, and Emergency Dispatch and Emergency Management facilities (Continue to explore resistibility of housing them together in a Public Safety Complex).</li> <li>Create a satellite police station downtown.</li> <li>Continue to explore the feasibility of an expanded Town Hall, so that staff can more easily communicate and collaborate.</li> <li>Continue to explore adequate space for Central Maintenance, including parking space.</li> <li>Address DPW space needs for staffing, equipment and materials.</li> <li>Create staffing plan to address inadequacies caused by absences.</li> </ul>
<b>Goal #2:</b> The Department of Public Works will have an updated budget and capital improvements plan, and sustainable funding to provide the necessary services to the Town of Greenfield.	3. Review and expand long-range capital improvement plan, budget, funding, and schedule for the Department of Public Works that embraces the principles of sustainability and climate change adaptation.	Similar to Strategy #1, the Department of Public Works will benefit from an expand long-range capital improvement plan, budget, funding, so they can plan for needed improvements. Core to developing this effort is the need to develop a plan that recognizes the need to consider today's best practices around sustainability and climate change adaptation.	<ul style="list-style-type: none"> <li>Includes plan for staffing that balances internal staff with external consultants/contractors to provide effective services.</li> <li>Work with the Greenfield Tree Committee to create and fund a plan that maintains healthy trees in the urban core that aims to achieve a 40% tree canopy, and complete and keep updated an urban core tree inventory.</li> <li>Identify additional funding sources for maintenance and capital projects to supplement the Town budget.               <ul style="list-style-type: none"> <li>Reduce capital expenses by using timely, strategic, and innovative approaches to maintenance.</li> </ul> </li> <li>Continue to work with Franklin County Transportation Planning Organization (TPO) on state Transportation Improvement Plan (TIP) funding requests.               <ul style="list-style-type: none"> <li>Continue to advocate for state funding of our infrastructure.</li> <li>Seek additional funds for special projects that especially make infrastructure "greener."</li> </ul> </li> </ul>
	4. Reduce solid waste and disposal costs through a comprehensive program that includes recyclable materials, compostable food waste, and yard waste, and reduction of disposable items.	By developing a new comprehensive program, the Town will reduce its solid waste and disposal costs. This program will need to consider recyclable materials, compostable food waste, and yard waste, and reduction of disposable items.	<ul style="list-style-type: none"> <li>Food composting at schools and curb-side pick-up for all</li> <li>Reduce cost and amount of sewage sludge.</li> </ul>

#### Acronyms:

COA: Council on Aging

DPW: Greenfield Department of Public Works

FRCOG: Franklin Regional Council of Governments

GPS: Greenfield Public Schools

SAC: Sustainability Advisory Committee



Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Plan		Transportation; Natural, Cultural, and Historic Resources, Education	Long (>5 years)	Central Maintenance/GPS Administration/SAC/Planning & Construction Committee	\$\$\$\$ (>\$250,000)	N	Part of up-dating a Capital Improvement Plan
Plan	Tisbury, MA Municipal Needs Assessment: <a href="http://tisburyma.gov/Pages/TisburyMA_Planning/MNA/00-mna-index">http://tisburyma.gov/Pages/TisburyMA_Planning/MNA/00-mna-index</a>	Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	Mayor's Office/DPW/Central Maintenance/Police Department/Fire Department	\$ (under \$20,000)	Massachusetts Emergency Management Agency (for Public Safety Complex)	Part of Plan to build a new Public Safety Complex
Plan	Erie, PA Capital Improvements Plan: Sustainable Asset Management Plan - <a href="http://www2.erie.gov/dsm/index.php?q=capital-improvement-program-cip">http://www2.erie.gov/dsm/index.php?q=capital-improvement-program-cip</a>	Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	Mayor's Office/DPW/SAC/FCOG/Tree Committee	\$\$\$\$ (>\$250,000)	State Transportation Improvement Funds	New Strategy
Program	Yellowknife, CA Composting Program: <a href="http://www.yellowknife.ca/City_Hall/Departments/Public_Works_Engineering/Composting/YellowknifeCentralizedCompostingProgram.html">http://www.yellowknife.ca/City_Hall/Departments/Public_Works_Engineering/Composting/YellowknifeCentralizedCompostingProgram.html</a>		Mid (2-5 years)	GPS Administration/DPW/SAC	\$\$\$\$ (>\$250,000)	N	New Strategy



## Public Facilities, Services and Energy

### IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #3:</b> The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	5. Improve and enhance the Library facilities to include a Community Center and adequate parking.	This strategy involves finalizing a feasibility study and implementing key steps that will enable the Town to ascertain the exact needs and costs associated with expanding or building a new Library, as well as setting the appropriate levels for staffing.	<ul style="list-style-type: none"> <li>Finalize feasibility study that for a facility that has a minimum of 30,000 square feet</li> <li>Seek funding for expanded or new facility</li> <li>Increase staffing as needed</li> <li>Explore funding to reflect usage (i.e. 50% of usage is non-Greenfield residents)</li> </ul>
	6. Reinstating the Greenfield Youth Commission to enhance services and activities for the Town's youth.	By reinstating the Youth Commission, the town will be able to better advance and enhance services and activities for the Town's youth. This strategy will enable more collaboration between the Recreation departments and enable key partnerships with the public and private sectors to increase the quality of services.	<ul style="list-style-type: none"> <li>Assess needs, identify gaps, work with the Town's Recreation Department</li> <li>Leverage quality services offered by YMCA, Community Action Youth, Game store and more and seek additional public/private partnerships.</li> <li>Explore the creation of a skateboard park.</li> <li>If Youth facility secured, place near the new Community Center/Library.</li> </ul>
	7. Work with Council on Aging to improve senior services by moving to a larger, healthier space with adequate staffing and increased programs.	This strategy advances the key steps in the planning of a new senior center facility. In addition, this strategy will assess the potential to increase staffing and volunteer support that is vital to delivering a high quality facility and its programs.	<ul style="list-style-type: none"> <li>Seek new facility that is healthy, and has adequate space for expanded senior activities and staff, and as near the new Community Center/Library as possible to take advantage of shareable facilities.</li> <li>Increase staffing who can reach out to seniors who are unable to come to the senior center (i.e., home visits), and help them with appropriate applications for assistance.</li> <li>Increase volunteers to support senior activities and services.</li> <li>If new senior facility is secured, place it near to the new Community Center/Library.</li> </ul>
	8. Continue to advocate for keeping regional services that are physically located in Greenfield that serve both residents of Greenfield and greater Franklin County.	Core to this strategy is developing working relationships with state and private agencies to ensure that critical social services are available to Greenfield residents as well as Franklin County Residents.	<ul style="list-style-type: none"> <li>Work with state and private agencies to ensure social services available to Greenfield residents as well as Franklin County Residents</li> <li>Continually seek ways to work with and collaborate with health-care providers, clinics, and private providers to ensure quality health care, mental health care, and substance abuse treatment is available and appropriate for the population.</li> </ul>

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Plan	American Library Association: <a href="http://www.ala.org/tools/guidelines/standardsguidelines#Planning">http://www.ala.org/tools/guidelines/standardsguidelines#Planning</a> Pew Research Center - How Americans Value Public Libraries in their Community: <a href="http://libraries.pewinternet.org/files/legacy%20pdf/PIP_Libraries%20in%20communities.pdf">http://libraries.pewinternet.org/files/legacy%20pdf/PIP_Libraries%20in%20communities.pdf</a>	Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	Library/Library Board of Trustees	\$\$\$\$ (>\$250,000)	N	New Strategy
Policy	Holyoke Youth Commission: <a href="http://youthtaskforce.org">youthtaskforce.org</a>		Short (within a year)	Mayor's Office/Recreation	\$\$\$ (\$100,001 - \$250,000)	N	New Strategy
Plan	<a href="http://www.ncoa.org/assets/files/pdf/nisc/2012-NISC-Programs-of-Excellence-Awards-Winners-Only.pdf">http://www.ncoa.org/assets/files/pdf/nisc/2012-NISC-Programs-of-Excellence-Awards-Winners-Only.pdf</a>		Mid (2-5 years)	Mayor's Office/COA	\$\$\$\$ (>\$250,000)	N	New Strategy
Program			Short (within a year)	Mayor's Office/Health	\$\$ (\$20,001 - \$100,000)	N	New Strategy



## Public Facilities, Services and Energy

### IMPLEMENTATION PLAN

Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #4:</b> Green Infrastructure Practices will reduce municipal infrastructure costs, protect public health and safety, and preserve natural areas.	9. Incorporate cost-effective Green Infrastructure and Low Impact Design (LID) strategies into all municipal projects & work with developers and residents on what they can do.	This strategy will enable the Town to move forward with implementing green infrastructure best practices into projects, and will require the introduction of things like: a Green Stormwater Infrastructure Ordinance, tree ordinances, and educational programs to advance this strategy.	<ul style="list-style-type: none"> <li>• Reduce storm water runoff.               <ul style="list-style-type: none"> <li>- Adopt a Green Stormwater Infrastructure Ordinance that addresses the Town, developers, and residents.</li> <li>- Use Rain gardens, bioswales, permeable pavement, and green parking lot design when upgrading or permitting all roads, parking lots, sidewalks, and parks.</li> </ul> </li> <li>• Continue to offer financial incentives to homeowners to disconnect downspouts and sump pumps.</li> <li>• Develop and implement Strategic Education and Outreach Plan on the benefits of Green Infrastructure through public/private partnerships that include information on water management, building healthy soil (instead of using chemical fertilizers, herbicides etc.), the value of native trees, shrubs, and vegetation that offer shade and support biodiversity in our backyards and our region.</li> <li>• Develop and adopt an urban Tree Ordinance that aims to maintain a minimum of a 40% tree canopy in the urban area so as to reduce the heat island effect, beautify, and create natural habitat.</li> <li>• Maintain Parks and Open Space that create “healthy human habitats.”</li> <li>• Search for funding and technical assistance to implement these.</li> <li>• Continue to minimize Town’s use of chemical fertilizers and pesticides on Town properties.</li> </ul>
	10. Greenfield will continue to reduce municipal energy use and its carbon footprint through innovative programs, conservation, energy efficiency, and the installation of renewable energy systems.	By creating innovative programs, advancing conservation efforts, and installing renewable energy systems, the Town will continue to reduce its municipal energy use and its carbon footprint. This strategy also advances the continued efforts to develop public and private partnerships to also reduce residential and business energy use.	<ul style="list-style-type: none"> <li>• Continue to implement municipal aggregation (Greenfield Community Light and Power) that offers 100% renewably-produced electricity to all residents and businesses.</li> <li>• Develop a long-range energy reduction plan for municipal operations.               <ul style="list-style-type: none"> <li>- Establish a list of prioritized projects and capital improvement plan for energy efficiency projects in municipal buildings, lighting, and solid waste management.</li> <li>- Create a Green Fleets Policy to include a plan for maintaining existing and “right-sizing” the fleet with more fuel efficient vehicles for Town departments.</li> </ul> </li> <li>• Develop sustainability principles or guidelines for Town projects, operations, policies and regulations including new or renovated municipal facilities.               <ul style="list-style-type: none"> <li>- These principles should include net-zero energy standards for new construction, energy and water conservation, the use of green building materials, and waste minimization. They can also be incorporated into Town operations such as requests for proposals, area plans, and maintenance contracts.</li> </ul> </li> <li>• Work with Sustainability Advisory Committee to identify new opportunities.</li> </ul>
<b>Goal #5:</b> Greenfield will be a showcase “solar city” and be 40% of the way to meeting its 2050 goals adopted in 2009 to Reduce CO2 by 80%, and to reduce the money we spend on energy that leaves the region from \$67 million/year (2008) to ZERO.	11. Continue public/private partnerships to reduce residential and business energy use and promote installation of renewable energy systems.	By partnering with residents and businesses on energy efficiency and renewable energy projects, and continuing to invest Community Development Block Grant (CDBG) funds in housing rehabilitation, the Town can accelerate their adoption. It is also important to track how many homes receive energy upgrades and how much energy and money is saved because of these efforts; how much renewable energy is installed locally; and to issue progress reports on efforts to reach the Town’s 2050 goals.	<ul style="list-style-type: none"> <li>• Continue to invest CDBG funds in residential building upgrades.</li> <li>• Decrease energy use through public education and outreach programs such as the Energy Smart Homes, and Energy Smart Businesses programs.</li> <li>• Increase local zero-carbon electricity production through town-wide programs such as Solarize Mass and Community-Shared Solar.</li> <li>• Work to improve state and utility energy efficiency programs by working with state agencies, utility companies, non-profits, and the state legislature.</li> <li>• Measure and report progress toward our 2050 goals.</li> </ul>

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Policy	Seattle's Green Stormwater Infrastructure Ordinance: <a href="http://www.seattle.gov/util/EnvironmentConservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm">http://www.seattle.gov/util/EnvironmentConservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm</a> and The Value of Green Infrastructure: <a href="http://www.hpigreen.com">www.hpigreen.com</a>	Transportation, Education, Housing	Long (>5 years)	Planning/DPW/SAC	\$\$\$\$ (>\$250,000)	N	New Strategy
Program		Transportation, Education, Housing	Long (>5 years)	Planning/DPW/SAC/Greening Greenfield	\$\$\$\$ (>\$250,000)	N	Builds on the work done by Greening Greenfield
Program		Transportation, Education, Housing	Long (>5 years)	Mayor's Office/Planning/Local Utilities/SAC/Greening Greenfield	\$\$\$\$ (>\$250,000)	Community Development Block Grant	Builds on the work done by Greening Greenfield



Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #1:</b> All schools and administrative buildings and equipment are safe, have adequate space, are attractive, well maintained, have good air quality, and are energy efficient.	1. Maintenance is performed regularly, and is approached as an opportunity to make facilities safer, healthier, more sustainable, energy efficient, and beautiful, and purchasing policies ensure school vehicles are as fuel efficient as possible.	Maintenance is essential to providing a healthy, safe learning environment for students. Developing and implementing an operations and maintenance plan will help identify and replace or fix vehicles and equipment before they are broken, increases energy efficiency of vehicles and equipment through routine cleaning and maintenance, and saves the school district money by anticipating capital expenses in advance through careful and regular inspections.	<ul style="list-style-type: none"> <li>• Environmental health inspections are up to date including: air quality, mold and mildew, water quality, and asbestos and chemical monitoring.</li> <li>• HVAC, plumbing and electrical systems are repaired with longevity, low maintenance, and sustainability in mind.</li> <li>• Cleaning continues to be done with “green” products and no toxic chemicals, including chemical fertilizers are not used anywhere in school buildings or on the grounds.</li> <li>• Storage for the school system and individual schools is abundant, well lit, and accessible.</li> <li>• There is a plan to replace school vehicles, including buses, in a timely fashion and ensure they are as energy efficient as possible.</li> </ul>
<b>Goal #2:</b> The Greenfield school system is a choice-in system with high-quality, energy-efficient facilities and adequate staffing to offer a broad range of options that provide quality education for 21st Century jobs.	2. Ensure that budgeting and policies provide quality facilities and curriculum with adequate staffing and administration to meet the over-arching student and maintenance needs of our school system.	A financial, programmatic and procedural framework is essential to ensuring that the School Department’s buildings, policies, curriculum and staff support meet the growing, evolving needs of Greenfield’s students. This will save the Town time and money and allow the faculty to focus on delivering a high quality education to our future generations.	<ul style="list-style-type: none"> <li>• Ensure that teacher/student ratio does not go exceed a ratio of 1:22.</li> <li>• Add a curriculum coordinator or Assistant Superintendent to ensure quality curriculum is available for our students.</li> <li>• Increase salaries for substitute teachers.</li> <li>• Add plumber to maintenance staff rather than waiting for a contractor to fix an immediate problem.</li> <li>• Hire a grant writer that is shared with all town departments to seek innovative opportunities that are interdepartmental. For example, a grant that would benefit the schools and further the economic development or health goals of the town.</li> </ul>
<b>Goal #3:</b> Facilities, equipment and technology systems for staff and students are up to date and connected to Town systems where relevant and allowable.	3. Ensure that all communication systems, such as computers, telephones and wireless Internet access, are current, accessible and meet state and federal regulations.	The world of technology is constantly changing. A forward thinking plan should be created to anticipate and plan to adapt to the evolution of technology and how it can be an asset to both student learning and more efficient coordination between schools and with the Town government as a whole.	<ul style="list-style-type: none"> <li>• Implement the Greenfield Public Schools Technology Plan, 2014-2017</li> <li>• Connect to Town systems where relevant and allowable.</li> <li>• Install Wi-Fi throughout the School Department facilities.</li> <li>• Ensure communication systems, such as telephones and Internet, are up-to-date and attentive to federal and state requirements to schools.</li> </ul>

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Program	<p>PK-12 Public Educational Facilities Master Plan Evaluation Guide:  <a href="http://www.21csf.org/csf-home/Documents/21CSFMFPEvaluationChecklistAugust2011.pdf">http://www.21csf.org/csf-home/Documents/21CSFMFPEvaluationChecklistAugust2011.pdf</a></p> <p>National Best Practices Manual for High Performance Schools:  <a href="http://apps1.eere.energy.gov/buildings/publications/pdfs/energysmartschools/nationalbestpracticesmanual31545.pdf">http://apps1.eere.energy.gov/buildings/publications/pdfs/energysmartschools/nationalbestpracticesmanual31545.pdf</a></p> <p>City of Woburn School District Fuel Efficient Vehicle Policy:  <a href="http://www.mass.gov/eea/docs/doer/green-communities/grant-program/woburn-fuel-efficient-veh-pol.pdf">http://www.mass.gov/eea/docs/doer/green-communities/grant-program/woburn-fuel-efficient-veh-pol.pdf</a></p>	Transportation; Public Facilities, Services, and Energy	Short (within a year)	GPS Administration/Central Maintenance/Health	\$\$\$ (\$100,001 - \$250,000)		New Strategy
Policy	<p>Shared Curriculum Development Coordinator at Greater Southern Tier BOCES:  <a href="http://www.gstboces.org/#/pages/iss/curriculumdevelopment.cfm">http://www.gstboces.org/#/pages/iss/curriculumdevelopment.cfm</a></p>	Economic Development; Public Facilities, Services, and Energy	Mid (2-5 years)	GPS Administration	\$\$\$\$ (>\$250,000)		Annual budgeting process
Infrastructure	<p>Greenfield School Department Technology Plan 2014-2017:  <a href="http://www.gpsk12.org/technology/gpstechplanhome.html">http://www.gpsk12.org/technology/gpstechplanhome.html</a></p>	Public Facilities, Services, and Energy	Mid (2-5 years)	GPS Administration	\$\$\$\$ (>\$250,000)		Draft Technology Plan 2014-2017 in progress



Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #4:</b> School security is addressed and maintained at all levels (schools, administration building, storage facilities, etc.).	4. School building entrances, both exterior and interior, are secure, but welcoming of authorized individuals.	School security and safety is a concern of educators, parents, students and the public at large. When it comes to keeping students safe, there are many issues, including school violence which has been gaining in public awareness. More schools are using safety and security measures to reduce violence on school grounds. However, it is important to remember that our schools are public gathering places and they need to be inviting and accessible to visitors.	<ul style="list-style-type: none"> <li>• Security systems, as recommended for individual schools, are current and monitored.</li> <li>• All safety systems and features are inspected regularly such as: entrances and exits, ADA compliance, elevators, fire and fire escapes, elevators, chimneys, playgrounds, kitchens, and paint as needed.</li> </ul>
	5. Security policies are in place and regularly maintained to ensure proper vetting of individuals attempting to enter the schools.	A security policy lays out the processes and procedures that must be followed to ensure the safety of the people that it is intended to protect. However, a policy is only effective if it is enforced. Developing and enforcing a successful policy requires collaboration and cooperation among the appropriate stakeholders, including police and facilities managers.	<ul style="list-style-type: none"> <li>• Evaluate all of the security policies across all of the schools and conduct a gap analysis to determine what is missing.</li> <li>• Work with Police and other Emergency Management personnel to craft and uphold all security policies throughout the School Department.</li> </ul>
<b>Goal #5:</b> Walking and biking to school is common practice for Greenfield's students, school grounds are secure with arrival areas, including school drop-off/pickup areas, that are beautiful, welcoming, and safe.	6. Re-evaluate bus, visitor, delivery, staff, and parental vehicle needs to ensure that drop-off areas are safe and attractive; that air quality from vehicle emissions is not compromised; and there is adequate staff and visitor parking.	Entrances and drop-off areas need to be designed, constructed and maintained to ensure they are safe for people of all ages and abilities. This includes signage and policies to prohibit unnecessary vehicle idling. Parking should be adequate enough to accommodate both the school staff and visitors during or after hours.	<ul style="list-style-type: none"> <li>• School grounds are secure, beautiful and welcoming with signage, paths, benches, bike racks, trees, shrubbery, and flowers.</li> <li>• There is adequate space for deliveries and parking for staff, parents, and visitors.</li> <li>• Create a landscape maintenance plan that ensures exterior curbs, steps, rails and trim are in good condition and grounds are regularly mowed and maintained.</li> <li>• Replace outdated lighting and storm water systems with energy efficient lighting and vegetated swales to address storm water runoff from buildings and other impermeable surfaces.</li> <li>• The community has access to school facilities such as sports fields, playgrounds, libraries, meeting spaces and auditoriums as needed after school hours.</li> <li>• All exterior play, sports, and gathering places have secure perimeter fencing.</li> <li>• Spaces for outdoor classrooms are available and utilized during good weather.</li> </ul>
	7. Expand Safe Routes to School program from once a month to weekly, then daily with the goal of increasing health, exercise, and not-motorized ways of traveling around.	Safe Routes to School programs focus on removing the barriers to walking and biking to school, including constructing sidewalks, striping crosswalks and bike lanes, and providing education to students, parents and drivers about how to create a safe environment for students on their journey to and from school.	<ul style="list-style-type: none"> <li>• Work with Greenfield Police Department, Parent-Teacher Organizations, Greenfield Public School teachers and administrators, local businesses and other stakeholders to relaunch the Safe Routes to School program monthly, with a discussion about how to expand it to daily programming.</li> <li>• Determine where the sidewalks and bicycling routes are deficient in Greenfield.</li> <li>• Upgrade crosswalks and investigate other opportunities for "striping" roadways for pedestrian and bicycle safety.</li> </ul>



Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Infrastructure	National Clearinghouse for Educational Facilities: <a href="http://www.ncef.org/rl/safety_security.cfm">http://www.ncef.org/rl/safety_security.cfm</a>	Public Facilities, Services, and Energy	Short (within a year)	GPS Administration/Central Maintenance	\$\$\$ (\$100,001 - \$250,000)		New Strategy
Program	National Clearinghouse for Educational Facilities: <a href="http://www.ncef.org/rl/safety_security.cfm">http://www.ncef.org/rl/safety_security.cfm</a>	Public Facilities, Services, and Energy	Short (within a year)	GPS Administration	\$ (under \$20,000)		Build off of existing security policies
Infrastructure	Boston Schoolyard Design: <a href="http://www.schoolyards.org/design.schoolyard.html">http://www.schoolyards.org/design.schoolyard.html</a> and National Clearinghouse for Educational Facilities: <a href="http://www.ncef.org/rl/landscape.cfm">http://www.ncef.org/rl/landscape.cfm</a>	Public Facilities, Services, and Energy	Mid (2-5 years)	GPS Administration	\$\$ (\$20,001 - \$100,000)		New Strategy
Program	National Safe Routes to School Program: <a href="http://www.saferoutesinfo.org/">http://www.saferoutesinfo.org/</a>	Transportation; Public Facilities, Services, and Energy	Short (within a year)	GPS Administration	\$\$ (\$20,001 - \$100,000)		Existing Safe Routes to School Program



Goal	Strategy	Description of Strategy	Implementation Actions
<b>Goal #6:</b> The school meals program offers healthy food choices and engages in sustainable practices during preparation and disposal.	8. Reduce waste by applying for composting grant and implementing it, while using washable or compostable trays, plates, and flatware.	School waste contains a large percentage of discarded food and potentially biodegradable items (like paper towels). In order to reduce these waste, schools can investigate, develop and implement programs that separate discarded food and biodegradable items from the waste stream and bring them to a facility where they can be turned into compost that supports local and regional agriculture.	<ul style="list-style-type: none"> <li>• Determine the best approach for implementing a compost program, perhaps through a pilot at one or more of the schools.</li> <li>• Investigate grants through local, state and federal foundations and other funding sources to provide seed money for a composting program.</li> </ul>
	9. Implement a farm-to-school program by working with local farmers and other farming organizations (such as Just Roots) for access to locally-grown food and farming expertise as well as to support continuing educational options for Greenfield Public School teachers about food and local agriculture.	A farm-to-school program would facilitate purchasing relationships between local schools and local farms and agriculture businesses to increase availability of food in schools that is produced in or around Greenfield. Oftentimes, these programs also provide local food and agriculture education for students and teachers to understand the benefits of locally produced food. Curriculums are created that can be easily integrated into traditional subjects like biology, math, economics and health education.	<ul style="list-style-type: none"> <li>• Investigate options for local food suppliers to provide food to the Public Schools.</li> <li>• Work with Just Roots to establish a curriculum for the schools that addresses local food and skills in farming and the agricultural trade.</li> <li>• Investigate funding opportunities through local, state and federal sources to provide grants to jumpstart a new program or supplement existing work.</li> <li>• Implement a certificate program for teachers that prepare them to develop curriculum that teaches students about farming and the importance of local food.</li> </ul>
<b>Goal #7:</b> Facilities for Special Education students in all schools are appropriate to the students' learning needs, and are quiet.	10. Explore creating on- and off-site facilities that meet the needs of a variety of special education programs at all age levels.	Students with special needs often require a different learning environment and instruction than their peers. Traditional classrooms do not always provide that environment for the necessary learning styles, which could make it difficult to make progress with the student. Identifying the needs of these students, and finding on- and off-site locations that meet those needs, is important to successfully engaging them throughout their educational career.	<ul style="list-style-type: none"> <li>• Work with Special Education Teachers at the School District to determine what the needs are of the special education students, and what type of facilities are necessary to facilitate their learning. Identify the gaps.</li> </ul>

Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Lead Department or Stakeholder	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)
Program	<p>Boston Latin School Compost Pilot:  <a href="http://www.blsyouthcan.org/BLS_Youth_C.A.N./Composting.html">http://www.blsyouthcan.org/BLS_Youth_C.A.N./Composting.html</a></p> <p>and</p> <p>EPA's Tools to Reduce Waste in Schools:  <a href="http://www.epa.gov/osw/education/pdfs/toolkit/tools.pdf">http://www.epa.gov/osw/education/pdfs/toolkit/tools.pdf</a></p> <p>Children's Food Trust:  <a href="http://www.childrensfoodtrust.org.uk/">http://www.childrensfoodtrust.org.uk/</a></p>	Land Use; Natural, Cultural, and Historic Resources	Mid (2-5 years)	GPS Administration/SAC	\$\$ (\$20,001 - \$100,000)		<p>Just Roots</p> <p>Greenfield Food Study 2013</p> <p>GPS Wellness Policy (Food Services)</p>
Program	<p>School Food Waste Curriculum:  <a href="http://cwmi.css.cornell.edu/TrashGoesToSchool/School.html">http://cwmi.css.cornell.edu/TrashGoesToSchool/School.html</a></p> <p>National Farm to School Network:  <a href="http://www.farmtoschool.org/">http://www.farmtoschool.org/</a></p> <p>Massachusetts Farm to School Project:  <a href="http://www.massfarmtoschool.org/">http://www.massfarmtoschool.org/</a></p>	Land Use; Natural, Cultural, and Historic Resources	Mid (2-5 years)	GPS Administration/Just Roots/SAC	\$\$ (\$20,001 - \$100,000)		<p>Just Roots</p> <p>Greenfield Food Study 2013</p> <p>GPS Wellness Policy (Food Services)</p>
Program	<p>Special Education Resources for Massachusetts Communities:  <a href="http://www.massresources.org/special-education-description.html">http://www.massresources.org/special-education-description.html</a></p> <p>Federation for Children with Special Needs:  <a href="http://fcsn.org/index.php">http://fcsn.org/index.php</a></p>	Public Facilities, Services, and Energy	Long (>5 years)	GPS Administration	\$\$\$\$ (>\$250,000)		<p>Greenfield Special Education Parent Advisory Council</p>



# Comprehensive Strategies

## IMPLEMENTATION PLAN

Strategy	Description of Strategy	Implementation Measures	Best Practices and Resources	Timeframe	Lead Government/Firm/Entity
1. Create a Sustainable Greenfield Implementation Committee	In order to achieve the goals of Sustainable Greenfield and ensure it is a living process, a champion needs to be identified. This champion could be the Sustainable Greenfield Implementation Committee. An Implementation Committee comprised of existing MPAC members and new stakeholders should be appointed to work with the entities that are leading the implementation of each strategy, continue promoting the Master Plan to the community, and track and report the progress of achieving the strategies.	<ol style="list-style-type: none"> <li>1. Identify existing and new stakeholders to participate based on the recommended entities leading each strategy and other key partners</li> <li>2. Appoint members to the Committee</li> <li>3. Communicate the creation of the Committee to the community</li> <li>4. Establish charge and role of the Committee and its members</li> <li>5. Have the municipality provide a small budget to the Implementation Committee so they can attend trainings/workshops or hire consultant services as needed.</li> <li>5. Committee members should be willing to attend meetings of other committees (Housing Partnership, Open Space Committee, Energy Committee, etc.) to get to know the decision makers and find out what projects they intend to move forward on.</li> <li>6. Create a workplan that outlines the short, mid- and long-term projects based on the Town's priorities which could include: funding available to implement, resources that can be leveraged, existing efforts already in place, and how it scored on the Sustainability Strategies Evaluation</li> </ol>	Easthampton, MA (see Appendix for MPIC guidance and members description)	Early 2014	Planning Department/Planning Board/Mayor/Sustainability Committee
2. Promote the results of Sustainable Greenfield monthly	Sustainable Greenfield is just beginning. The Committee can be the vehicle for continuing to communicate the recommendations in the plan, solicit feedback and new ideas, and hold the Town accountable for implementing the strategies in the Plan.	<ol style="list-style-type: none"> <li>1. Rebrand the Greenfield Sustainable Master Plan Facebook Page to reflect Sustainable Greenfield name</li> <li>2. Transfer the project website to the Town's page to house and promote the Plan</li> <li>3. Create a media strategy for posting regularly to keep momentum and interest going</li> </ol>	PlanBTV - Burlington, VT: <a href="http://www.burlingtonvt.gov/ParksMasterPlan/Events/">http://www.burlingtonvt.gov/ParksMasterPlan/Events/</a>	Early 2014 and monthly	Sustainable Greenfield Implementation Committee/Sustainability Committee
3. Use the Sustainable Master Plan as the 'Go-To' reference for all projects in the Town	Many of the strategies in the Plan reference projects and other programs that the Town needs to implement to achieve sustainability. However, there needs to be a full-scale campaign to ensure the key stakeholders are aware of and are using the Plan to guide and inform their decisions.	<ol style="list-style-type: none"> <li>1. Ask the Mayor to draft a letter to all department heads about the completion of the Plan, encouraging them to use it to guide and inform present and future programs and projects</li> <li>2. Create an icon that indicates which Planning Board agenda items are consistent with the Plan</li> <li>3. Modify the Planning Board agenda to follow the implementation of and consistency with the Sustainable Master Plan</li> </ol>		Early 2014	Mayor/Planning Department/Planning Board
4. Tracking, measure and report progress of implementing the Sustainable Greenfield strategies	Constant tracking, measuring and reporting are essential to assessing the progress of achieving a Sustainable Greenfield. This keeps the Town accountable and also allows the community to gain insight into, and even play a role in, realizing the Town's goals.	<ol style="list-style-type: none"> <li>1. Using the Implementation Plan spreadsheet as a tool, track the progress of implementing the strategies. The spreadsheet can be filtered according to the priorities established by the Implementation Committee in their workplan</li> <li>2. Provide progress regular reports to the Town Council on implementation of the Plan.</li> </ol>	Existing Implementation Spreadsheet Delaware Valley Regional Planning Commission Tracking: <a href="http://www.dvrpc.org/LongRangePlan/RegionalIndicators/">http://www.dvrpc.org/LongRangePlan/RegionalIndicators/</a>	Early-Mid 2014	Sustainable Greenfield Implementation Committee
5. Identify and incorporate additional stakeholders into the implementation stage	While not everyone can or should be on a Committee, there are stakeholders who can be essential roles in implementing the strategies. They may be short-term stakeholders (i.e., part of developing the Comprehensive Housing Needs Assessment Plan) or long-term (i.e., funders).	<ol style="list-style-type: none"> <li>1. Contact the stakeholders in the Implementation Plan based on which projects/programs the Town is pursuing</li> <li>2. Ask "is there anyone missing"? This may seem like an obvious thing, but we don't often stop to ask this at the beginning and THROUGHOUT the process.</li> <li>3. Identify ways to recognize stakeholders and thank them for their contribution</li> </ol>	PlanBTV - Burlington, VT: <a href="http://www.burlingtonvt.gov/ParksMasterPlan/Events/">http://www.burlingtonvt.gov/ParksMasterPlan/Events/</a>	Throughout 2014	Sustainable Greenfield Implementation Committee